

**SECRETARY-GENERAL'S PEACEBUILDING FUND  
PBF PROJECT PROGRESS REPORT TEMPLATE**



**PBF PROJECT PROGRESS REPORT**

**COUNTRY:**

**TYPE OF REPORT: SEMI-ANNUAL, ANNUAL OR FINAL**

**DATE OF REPORT:**

<b>Project Title:</b> Support to establish a strategic Policy Planning and Management Unit in the Office of the Vice President	
<b>Project Number from MPTF-O Gateway:</b> 00105727	
<b>PBF project modality:</b> <input checked="" type="checkbox"/> IRF <input type="checkbox"/> PRF	<b>If funding is disbursed into a national or regional trust fund:</b> <input type="checkbox"/> Country Trust Fund <input type="checkbox"/> Regional Trust Fund <b>Name of Recipient Fund:</b>
<b>List all direct project recipient organizations (starting with Convening Agency), followed type of organization (UN, CSO etc):</b> UNDP, Office of the President, Office of the Vice President <b>List additional implementing partners, Governmental and non-Governmental:</b>	
<b>Project commencement date<sup>1</sup>:</b> January 25, 2018 <b>Project duration in months:<sup>2</sup></b> 31 July 2019	
<b>Does the project fall under one of the specific PBF priority windows below:</b> <input type="checkbox"/> Gender promotion initiative <input type="checkbox"/> Youth promotion initiative <input type="checkbox"/> Transition from UN or regional peacekeeping or special political missions <input type="checkbox"/> Cross-border or regional project	
<b>Total PBF approved project budget* (by recipient organization):</b> UNDP: \$ 500,000 : \$ : \$ : \$ Total: USD 500,000 <i>*The overall approved budget and the release of the second and any subsequent tranche are conditional and subject to PBSO's approval and subject to availability of funds in the PBF account</i>	
<b>How many tranches have been received so far:</b> Fully received	
<b>Report preparation:</b> Project report prepared by: Nessie Golakai-Gould <i>Nessie Golakai-Gould</i> Project report approved by: Ade Lekoetje <i>Ade Lekoetje</i> Did PBF Secretariat clear the report: No Any comments from PBF Secretariat on the report: Has the project undertaken any evaluation exercises? Please specify and attach:	

<sup>1</sup> Note: commencement date will be the date of first funds transfer.

<sup>2</sup> Maximum project duration for IRF projects is 18 months, for PRF projects – 36 months.

### NOTES FOR COMPLETING THE REPORT:

- *Avoid acronyms and UN jargon, use general / common language.*
- *Be as concrete as possible. Avoid theoretical, vague or conceptual discourse.*
- *Ensure the analysis and project progress assessment is gender and age sensitive.*

## PART 1: RESULTS PROGRESS

### 1.1 Overall project progress to date

Briefly explain the **status of the project** in terms of its implementation cycle, including whether all preliminary/preparatory activities have been completed (1500 character limit):  
The project is currently in its initiation phase with the recruitment of project personnel/ advisory technical capacity for the Policy Planning and Management Unit (PPMU) with the Presidency on-going. Terms of reference have been formulated and vetted for a National Policy Advisory to head the Policy Planning and Management Unit (PPMU) as well as an International Coordination Expert to assist in the structuring of a policy and coordination framework to support overall coordination functions and capacity within the Presidency and ensure policy coordination effective oversight of development initiatives. Regional experiences and good practices from Rwanda in particular have been shared and used to model the the Gambia Policy Planning and Management Unit (PPMU).

Given the recent/current political/peacebuilding/ transition situation/ needs in the country, has the project been/ does it continue to be **relevant** and well placed to address potential conflict factors/ sources of tensions/ risks to country's sustaining peace progress? Please illustrate. If project is still ongoing, are any adjustments required? (1500 character limit)

The Gambia has most recently organized a successful donor roundtable in Brussels; with facilitation of the European Union; which has seen the pledging of over 1.78 billion USD towards the implementation of the Gambian National Development Plan. Given this successful outcome of the partners roundtable, the project becomes even more relevant to the Gambian context as it will provide the Presidency with the needed expert capacity to more effectively coordinate with key Ministries such as Finance and Economic Planning; Central Bank and other policy organs in ensuring policy coherence. The project will also ensure that the needed coordination structures and processes are in place to facilitate policy coordination; i.e ensuring relevant ministries, agencies and commissions that need to be collaborating and coordinating are doing. additionally it will provide the Presidency with the needed analytical and advisory capacity to provide adequate advisory support to the Presidency needed to facilitate the hard decision-making process which is fundamental to moving the reform process forward through elaboration of succinct policy options/scenarios and costing for decision-making.

In a few sentences, summarize **what is unique/ innovative/ interesting** about what this project is trying/ has tried to achieve or its approach (rather than listing activity progress) (1500 character limit).

The project seeks to institutionalise coordination and participatory policy and planning at the heart of the Executive, within the Presidency. This provides a radical break from over 22 years of centralised and authoritarian system of policy formulation. This unit will introduce a new way of doing business, of collaboration and coordination; evidenced based policy formulation and most importantly; ensuring voice and participation of diverse segments of the constituent base in policy process.

Considering the project's implementation cycle, please **rate this project's overall progress towards results to date:**  
on track

In a few sentences summarize **major project peacebuilding progress/results** (with evidence), which PBSO can use in public communications to highlight the project (1500 character limit):  
The project is still at the very nascent stages, with less than 6 active months of implementation. Tangible results are yet to be achieved at this point. However the consensus building efforts undertaken in this period have resulted in enhanced clarity of the role of a Policy Planning and Management Unit (PPMU) and the integration of regional good practices on location of such capacity.

In a few sentences, explain how the project has made **real human impact**, that is, how did it affect the lives of any people in the country – where possible, use direct quotes that PBSO can use in public communications to highlight the project (1500 character limit):  
The project is still at the very nascent stages, with less than 6 active months of implementation. Tangible results are yet to be achieved at this point.

If the project progress assessment is **on-track**, please explain what the key **challenges** (if any) have been and which measures were taken to address them (1500 character limit).  
The primary challenge facing this project has been attaining consensus on the which arm of the Presidency the Policy Planning and Management Unit (PPMU) should be embedded within. Given recent government re-shuffling which has seen the appointment of a new Secretary General and Head of Civil Service; there had been a shifting perception on embedding this support in the Office of the Vice President. Given the existance of a Policy Advisory Unit within the Office of the President and recognizing the need to strengthen its capacity and output, The RR/RC facilitated a dialogue within the Presidency in which it was agreed that the project will be embedded within the Office of the President , Policy and Advisory Unit with the objective of restructuring and revitalising that unit to perform a post-transition mandate. The Office of the Vice President will also receive needed expertise to support it in its mandate implementation.

If the assessment is **off-track**, please list main reasons/ **challenges** and explain what impact this has had/will have on project duration or strategy and what **measures** have been taken/ will be taken to address the challenges/ rectify project progress (1500 character limit):

Please attach as a separate document(s) any materials highlighting or providing more evidence for project progress (for example: publications, photos, videos, monitoring reports, evaluation reports etc.). List below what has been attached to the report, including purpose and audience.

Terms of Reference Senior Policy Advisor

Terms fo Reference International Coordination Specialist

Back to Office Report - Rwanda Study Tour Mission Report

## **1.2 Result progress by project outcome**

*The space in the template allows for up to four project outcomes. If your project has more approved outcomes, contact PBSO for template modification.*

**Outcome 1:** Government policies and strategies with greater coherence, gender-sensitive, and based on in-depth analysis and research that are essential to effectively guide and oversee the implementation of political and development reforms in The Gambia.

**Rate the current status of the outcome progress: on track**

**Progress summary:** *Describe main progress under this Outcome made during the reporting period (for June reports: January-June; for November reports: January-November; for final reports: full project duration), including major output progress (not all individual activities). If the project is starting to make/ has made a difference at the outcome level, provide specific evidence for the progress (quantitative and qualitative) and explain how it impacts the broader political and peacebuilding context. Where possible, provide specific examples of change the project has supported/ contributed to as well as, where available and relevant, quotes from partners or beneficiaries about the project and their experience. (3000 character limit)?*

Focus in this period has been primarily on one output; PPMU organizational structure with clearly defined tasks and functions established within the Office of the Presidency. In this regard the Office of the President has undertaken a South South cooperation study tour to familiarise itself with the structure and functioning of the Rwandan model of the Policy Planning and Management Unit /Strategic Policy and Advisory Unit. The study tour afforded the members of the mission the opportunity to review the structure and mandate of strategic policy advisory unit, determine good practices and lessons learnt from regional peers. The outcome of this mission has been clarity on the broad outlines of the proposed Gambian model, reporting lines and function as well inter-relationship with ministries and agencies. Based on this clarity, Terms of Reference for the Head of Unit has been drafted based on key learning points of the study tour and recruitment is on-going. The initial task of the National Policy Advisor will be to support the setting of the unit and development of tools and methodologies to enable the unit effectively undertake its tasks.

**Outcome 2:**

**Rate the current status of the outcome progress: Please select one**

**Progress summary:** *(see guiding questions under Outcome 1)*

**Outcome 3:**

**Rate the current status of the outcome progress: Please select one**

**Progress summary:** *(see guiding questions under Outcome 1)*

**Outcome 4:**

**Rate the current status of the outcome progress: Please select one**

**Progress summary:** *(see guiding questions under Outcome 1)*

**1.3 Cross-cutting issues**

**National ownership:** How has the

The national government has demonstrated ownership by

national government demonstrated ownership/ commitment to the project results and activities? Give specific examples. (1500 character limit)	committing to provide the needed space for the functioning of the Policy Planning and Management Unit (PPMU) and commitment to absorb unit cost first year PBO catalytic support.
<b>Monitoring:</b> Is the project M&E plan on track? What monitoring methods and sources of evidence are being/ have been used? Please attach any monitoring-related reports for the reporting period. (1500 character limit)?	Project M&E Plan will be developed jointly with the project team once in place and robust framework for monitoring and evaluation will be agreed upon.
<b>Evaluation:</b> Provide an update on the preparations for the external evaluation for the project, especially if within last 6 months of implementation or final report. Confirm available budget for evaluation. (1500 character limit)	N/A
<b>Catalytic effects (financial):</b> Did the project lead to any specific non-PBF funding commitments? If yes, from whom and how much? If not, have any specific attempts been made to attract additional financial contributions to the project and beyond? (1500 character limit)	N/A
<b>Catalytic effects (non-financial):</b> Did the project create favourable conditions for additional peacebuilding activities by Government/ other donors? If yes, please specify. (1500 character limit)	The Tony Blair Initiative has been in close collaboration with the UN in respect to ensuring overall coordination and collaboration to the Office of the President and Policy Advisory Unit in particular. The TBI will deploy international expertise to support the Office of the President along specific functional lines and will work in concert with the PPMU structure to ensure transfer of knowledge and expertise.
<b>Exit strategy/ sustainability:</b> What steps have been taken to prepare for end of project and help ensure sustainability of the project results beyond PBF support for this project? (1500 character limit)	Noting the need for sustainability the project foresees a gradual withdrawal of donor support to be replaced by allocations from the national budget in line. After the 12 month duration of this project it is envisaged that the costs will subsequently be absorbed by the government as part of the budget to the revamped Policy Advisory Unit.
<b>Risk taking:</b> Describe how the project has responded to risks that threatened the achievement of results. Identify any new risks that have emerged since the last report. (1500 character limit)	Project identified four major risks, two of which were deemed of medium impact. In response to the risks associated with inadequate national capacity and concerns of financial sustainability; the project has adopted an approach of targeting recruitment to individuals in the Diaspora who have indicated an intention to return home and contribute to post-transition Gambia. These potential candidates are largely driven by factors other than remuneration. Additionally by embedding the project within an already existing government structure which is already resourced (albeit not well resources); provides a much greater probability of ensuring continued resource

	<p>flow to the structure thus strengthening sustainability. An additional risks that has emerged is the differing opinion between the Secretary-General and Office of the Vice President on the location of the PPMU. Though resolved for now, there is a risks of future tensions which may impact the unit.</p>
<p><b>Gender equality:</b> In the reporting period, which activities have taken place with a specific focus on addressing issues of gender equality or women's empowerment? <i>(1500 character limit)</i></p>	<p>The project provides for ensuring that at least 40% of the staffing of the unit is gender reflective and that the work programme</p>
<p><b>Other:</b> Are there any other issues concerning project implementation that you want to share, including any capacity needs of the recipient organizations? <i>(1500 character limit)</i></p>	



**1.3 INDICATOR BASED PERFORMANCE ASSESSMENT:** *Using the Project Results Framework as per the approved project document or any amendments- provide an update on the achievement of key indicators at both the outcome and output level in the table below (if your project has more indicators than provided in the table, select the most relevant ones with most relevant progress to highlight). Where it has not been possible to collect data on indicators, state this and provide any explanation. Provide gender and age disaggregated data. (300 characters max per entry)*

	Performance Indicators	Indicator Baseline	End of project Indicator Target	Current indicator progress	Reasons for Variance/ Delay (if any)	Adjustment of target (if any)
<b>Outcome 1</b> Government policies and strategies with greater coherence and based on in-depth analysis and research that is essential to effectively guide and oversee the implementation of political and development reforms in The Gambia.	Indicator 1.1 Policy papers with clear government positions and strategy	Less government-wide coherence and consistency in messaging in various government policies on key priorities (SSR, TJ, development, humanitarian HR, etc.) -Absence of PPMU to serve as the Think-Tank of the Presidency	All Government policies initiated and designed by line Ministries are signed-off by the Presidency - Existence of PPMU with capacity, technical skills and financial resources to perform its functions	PPMU staff under recruitment. Policies discussed at Cabinet for Cabinet concurrence.	PPMU not yet functional; consensus on location of unit needed to be facilitated.	no adjustment

	Performance Indicators	Indicator Baseline	End of project Indicator Target	Current indicator progress	Reasons for Variance/ Delay (if any)	Adjustment of target (if any)
		on key political and development reforms				
	Indicator 1.2					
	Indicator 1.3					
	Output 1.1 PPMU organizational structure with clearly defined tasks and functions established within the Office of the Presidency.	Indicator 1.1.1 Availability of team providing strategic technical support on SSR	Full team of staff and experts operational October 2017	recruitment in progress for key team members	consensus on location of unit needed to be facilitated prior to commencing recruitment.	Target date to be adjusted to August 2018
Output 1.2 A well-supported PPMU with strengthened	Indicator 1.1.2					
	Indicator 1.2.1 PPMU Workplan with government policy priorities	Baseline: No Workplan	Target: Functional PPMU	no action	subject to recruitment of core team of PPMU	
	Indicator 1.2.2	Baseline: No	Target: # of	no action	subject to recruitment of core team of	



Performance Indicators	Indicator Baseline	End of project Indicator Target	Current indicator progress	Reasons for Variance/ Delay (if any)	Adjustment of target (if any)
technical, institutional and operational capacity to oversee a comprehensive government policy work programme, management information systems, and an outreach and communication exercise.	Outreach and Communication Strategy established	consistent messaging and outreach/ communication on strategy	Communications on briefs on government policies shared with the public	PPMU	
Output 1.3 Key government policy priorities considered for	Indicator 1.3.1 Staff individual work programmes identified	Baseline: Absence of staff work programmes	Targets: All PPMU staff have approved work programmes	no action	subject to recruitment of core team of PPMU
Indicator 1.3.2	Indicator 1.3.2	Based line:	no action	subject to recruitment of core team of	

	<b>Performance Indicators</b>	<b>Indicator Baseline</b>	<b>End of project Indicator Target</b>	<b>Current indicator progress</b>	<b>Reasons for Variance/ Delay (if any)</b>	<b>Adjustment of target (if any)</b>
implementation by PPMU	M&E system to track policy progress established  Economic and policy research papers produced and discussed and adopted	No M&E systems in place  Baseline: No consistent policy papers			PPMU	
<b>Outcome 2</b>	Indicator 2.1					
	Indicator 2.2					
	Indicator 2.3					
Output 2.1	Indicator 2.1.1					
	Indicator 2.1.2					
Output 2.2	Indicator 2.2.1					
	Indicator 2.2.2					

	Performance Indicators	Indicator Baseline	End of project Indicator Target	Current indicator progress	Reasons for Variance/ Delay (if any)	Adjustment of target (if any)
Output 2.3	Indicator 2.3.1					
	Indicator 2.3.2					
Outcome 3	Indicator 3.1					
	Indicator 3.2					
	Indicator 3.3					
Output 3.1	Indicator 3.1.1					
	Indicator 3.1.2					
Output 3.2	Indicator 3.2.1					
	Indicator 3.2.2					
Output 3.3	Indicator 3.3.1					
	Indicator 3.3.2					
Outcome 4	Indicator 4.1					
	Indicator 4.2					



	<b>Performance Indicators</b>	<b>Indicator Baseline</b>	<b>End of project Indicator Target</b>	<b>Current indicator progress</b>	<b>Reasons for Variance/ Delay (if any)</b>	<b>Adjustment of target (if any)</b>
	Indicator 4.3					
Output 4.1	Indicator 4.1.1					
	Indicator 4.1.2					
Output 4.2	Indicator 4.2.1					
	Indicator 4.2.2					
Output 4.3	Indicator 4.3.1					
	Indicator 4.3.2					

## **PART 2: INDICATIVE PROJECT FINANCIAL PROGRESS**

### **2.1 Comments on the overall state of financial expenditures**

Please rate whether project financial expenditures are on track, delayed, or off track, vis-à-vis project plans and by recipient organization: *on track*

How many project budget tranches have been received to date and what is the overall level of expenditure against the total budget and against the tranche(s) received so far (500 characters limit): All tranches received

When do you expect to seek the next tranche, if any tranches are outstanding: Non expected

If expenditure is delayed or off track, please provide a brief explanation (500 characters limit): Expenditure is delayed due to need to attain consensus for the location of the project. Negotiations were done between the Office of the Secretary General and the Office of the Vice President and initial agreement arrived at.

Please state what \$ amount was planned (in the project document) to be allocated to activities focussed on gender equality or women's empowerment and how much has been actually allocated to date: 30% of the budget.

Please fill out and attach Annex A on project financial progress **with detail on expenditures/ commitments to date using the original project budget table in Excel**, even though the \$ amounts are indicative only.

## **PART 2: INDICATIVE PROJECT FINANCIAL PROGRESS**

### **2.1 Comments on the overall state of financial expenditures**

Please rate whether project financial expenditures are on track, delayed, or off track, vis-à-vis project plans and by recipient organization: *on track*

How many project budget tranches have been received to date and what is the overall level of expenditure against the total budget and against the tranche(s) received so far (500 characters limit):

When do you expect to seek the next tranche, if any tranches are outstanding:

If expenditure is delayed or off track, please provide a brief explanation (500 characters limit):

Please state what \$ amount was planned (in the project document) to be allocated to activities focussed on gender equality or women's empowerment and how much has been actually allocated to date:

Please fill out and attach Annex A on project financial progress **with detail on expenditures/ commitments to date using the original project budget table in Excel**, even though the \$ amounts are indicative only.



## Annex D - PBF project budget

Note: If this is a budget revision, insert extra columns to show budget changes.

Table 1 - PBF project budget by Outcome, output and activity

Outcome/ Output number	Outcome/ output/ activity formulation:	Budget by recipient organization in USD - Please add a new column for each recipient organization	Percent of budget for each output reserved for direct action on gender equality (if any):	Level of expenditure/ commitments in USD (to provide at time of project progress reporting):	Any remarks (e.g. on types of inputs provided or budget justification, for example if high TA or travel costs)
<b>OUTCOME 1: Government policies and strategies with greater coherence, gender-sensitive, and based on in-depth analysis and research that are</b>					
<b>Output 1.1:</b>	PPMU organizational structure with clearly defined tasks and functions established within the Office of the Presidency.	USD 149,276	30,000	65,000	Support International TA and recruitment of National Policy Advisor; equipment and furniture
Activity 1.1.1:	<ul style="list-style-type: none"> <li>Provision of office accommodation for the PPMU;</li> </ul>	0			
Activity 1.1.2:	<ul style="list-style-type: none"> <li>Supporting the acquisition of vehicles, office equipment, computers, printers, photocopiers and furniture;</li> </ul>	65,000		45,000	
Activity 1.1.3:	Developing a strategic management plan and supporting its implementation, including plans to completely handover to government within 18 months.	14,276			
Activity 1.1.4:	<ul style="list-style-type: none"> <li>Strengthening the organisational and administrative structure of the Unit, while taking into account gender considerations;</li> </ul>	70,000	30,000	20,000	
<b>Output 1.2:</b>	A well-supported PPMU with strengthened technical, institutional and operational capacity to oversee a comprehensive government				
		<b>184,277</b>	<b>50,000</b>	<b>21,000</b>	<b>South-south collaboration and study tour</b>

Activity 1.2.1:	<ul style="list-style-type: none"> <li>Developing a systematic outreach programme for commissioning of research, education and information dissemination targeting sectoral ministries, the private sector, civil society, academia and educational institutions;</li> </ul>	60,000	20,000		
Activity 1.2.2:	<ul style="list-style-type: none"> <li>Developing the communication and information systems capacity of the PPMU; Supporting the establishment and development of a sufficiently operational Policy Documentation Centre – to be set up within an existing structure;</li> </ul>	60000	15,000		
Activity 1.2.3:	<p><b>SUPPORTING THE IMPLEMENTATION</b></p> <p>Linkages between the PPMU, the Ministry of Finance and Economic Affairs, the Central Bank, other relevant MDAs and other key stakeholders on economic policy analysis and research in the country, the region and worldwide.</p>	69,276	15,000	21,000	
Output 1.3:	PPMU supporting the implementation of key government policy priorities	129,277	30,000	0	
Activity 1.3.1:	<ul style="list-style-type: none"> <li>Developing individual work programmes for each team members in the PPMU;</li> </ul>	0			
Activity 1.3.2:	<ul style="list-style-type: none"> <li>Undertake measures to ensure coherence among the various policies and activities;</li> </ul>	20,000			
Activity 1.3.3:	<ul style="list-style-type: none"> <li>Establishing systems for the monitoring and evaluation of the effectiveness of development policies in the achievement of the country's development goals and reform, the SDGs/Agenda 2030 and the African Agenda 2063;</li> </ul>	19,277			
Activity 1.3.4:	<ul style="list-style-type: none"> <li>Undertaking and commissioning thematic research and analysis (including gender), including from external specialists in coordination with Moorea, CBG and HILEC;</li> </ul>	25,000			

Activity 1.3.5:	<ul style="list-style-type: none"> <li>Supporting the provision of economic and other thematic policy advice in the form of briefs, discussion papers, opinions in support of HILEC and the National Think Tank;</li> </ul>	20,000			
Activity 1.3.6:	<ul style="list-style-type: none"> <li>Supporting the promotion of innovation and the use of international best practice in the development of policy and in the delivery of key development objectives;</li> </ul>	20,000			
Activity 1.3.7:	<ul style="list-style-type: none"> <li>Promoting policy coherence and synergies through the organization and hosting of roundtables, seminars, workshops, conferences and the Unit website;</li> </ul>	10,000			
Activity 1.3.8:	<ul style="list-style-type: none"> <li>Disseminating policy relevant research and analysis through research papers, case studies, books and conference papers.</li> </ul>	15,000			
<b>TOTAL \$ FOR OUTCOME 1: USD 462,290</b>					
Project M&E budget		5,000			
<b>SUB-TOTAL PROJECT BUDGET: 467,290</b>					
Indirect support costs (7%): 32,710					
<b>TOTAL PROJECT BUDGET: USD 500,000</b>					

## **TERMS OF REFERENCE (TOR)**

### **NATIONAL POLICY ADVISER AND COORDINATOR – STRATEGY AND POLICY UNIT, OFFICE OF THE VICE PRESIDENT, THE GAMBIA**

#### **1.0 BACKGROUND**

Gambia's new government has embarked on a series of critical reforms and programmes, for sustainable peace, prosperity, and development of the country. Achievement of these will require effective management of processes involving diverse actors and interests. This will involve structured engagement with a multiplicity of government and non-state actors including, Ministries, Departments, Agencies, Private Sector, Civil Society and Media among others. Developing the policies, frameworks and implementation plans for effective reforms will require coordinated and coherent efforts of the various actors, and the harmonization of policies and processes.

To support coordinated and harmonized processes, and strategic decision-making at the highest levels, the United Nations is supporting the Government of The Gambia to set up a Strategy and Policy Unit (SPU) at the Office of the President to complement the Policy Analysis Unit (PAU). The SPU will among others:

- Provide strategic policy advisory services to the office of the President;
- Facilitate collaboration and coordination on cross-sectoral issues;
- Ensure systematic stakeholder consultation and engagement in policy development;
- Promote a culture of information sharing and collaboration in policy development
- Promote strengthened and coherent policy development and monitoring capabilities.

The Government of the Gambia with support from the United Nations is seeking to recruit a **National Policy Adviser and Coordinator** to head the SPU.

#### **2.0 DUTIES AND RESPONSIBILITIES**

Under the direct supervision of the President, the Senior Policy Adviser/Coordinator will provide oversight to the Strategy and Policy Unit; and advise the office of the President on mobilising and coordinating cross-ministry collaboration, ensure policy synergy and coherence, and monitor effective policy implementation. She/he will support research, strategy and analysis to inform policy formulation and implementation.

Specifically, the National Policy Adviser/Coordinator will:

- Establish the Strategy and Policy Unit and lead in recruitment of its staff;
- Provide Policy Advisory Support to the presidency to effectively lead cross-sectoral policy reviews
- Provide technical advisory support on coordinated approaches to policy development and National Development Plan Implementation;
- Facilitate policy coordination dialogues with Government Ministries, Departments and Agencies as relevant;
- Produce periodic updates and briefs on country development situation;
- Conduct reviews and assessments to ensure coherence between the national vision/plans and implementation;
- Conduct/commission in-depth analysis and provide the Presidency with well-articulated policy alternatives or scenarios on key issues;
- Liaises with senior officials both within and out of government, and briefs the presidency on policy issues and draft legislation
- Conducts major policy and legislative reviews, makes recommendations on policy issues,
- Establish a repository of policies and strategies, information sharing mechanisms to ensure timely sharing of policies, review and updating of policies as well as public access;
- Explore the development of dash board for monitoring of policy implementation and a portal for citizens to track progress of flagship projects/policies/strategies;
- Support research capabilities within government and engagement with national research institutions and think tanks;

- Undertake reviews and engage with MDAs to identify gaps in implementation and/or blockages in delivery on priority policies and strategies.
- Advise on relevant practices and experiences of policy-making processes;
- Organize and conduct capacity-building/training sessions on policy issues as necessary;

**Provide support to cabinet by:**

- Ensuring that documents meet the required standard for Cabinet; Advising the President on the Cabinet agenda, Producing accurate reports of Cabinet meetings,
- Organize inter-ministerial meetings to vet key cabinet policy papers before submission to cabinet.
- Monitoring implementation of Cabinet Decisions;
- to support the Local Government Council to develop and align their District Development Plans to the National Development Plan and to support with coordination and implementation of their programmes.
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### **3.0 REPORTING, COORDINATION AND LIAISON**

- The National Policy Adviser and Coordinator will report to the Secretary General ;
- S/he will provide quarterly activities' report and regular updates on his/her work to the Presidency, with copy to the UN RC;
- S/he will work in close coordination with the UN RC for a greater synergy between the SPU and technical aspects of the support;

### **4.0 EXPECTED OUTCOMES**

- Strategy and Policy Unit is successfully established;
- Annual Work Plan and implementation strategy is developed;
- SPU staff empowered to coordinate and implement the Annual Work Plan;
- Regular Briefs and Policy updates on situation produced;



- Coordination mechanism for inter-ministerial policy collaboration and coherence established;
- Policy database established and all Ministries websites updated with the policy and other strategic documents
- All sectorial policies with the supporting regulatory frameworks reviewed and aligned with the National Development Framework

## **5.0 IMPACT OF RESULTS**

- Evidence-based and Informed cabinet decision-making;
- Improvement of inter-ministerial collaboration and coherence;
- Common Government messaging on policy development and implementation.

## **6.0 SKILLS, EXPERIENCE AND QUALIFICATION**

In addition to proven experience as a strategy and policy coordination specialist, gained within either an international organization or government, the Senior Policy Adviser/Coordinator should be an effective communicator with strong interpersonal skills, and confident in developing policy positions, presenting complex arguments, advising senior politicians and public servants, and engaging with them on a range of policy and coordination issues.

### **Experience Requirements**

- Minimum 10 years of progressively relevant experience at the national or international level in policy dialogue, coordination, formation and advocacy, that combines research and practice;
- Demonstrable expertise in the design, implementation and management of Strategy and Policy Units;
- Leadership experience in managing people and processes in a politically sensitive environment;
- Experience in establishing inter and intra-relationships among national governments and with international organizations;
- Extensive experience in policy analysis and advocacy, design, monitoring and evaluation;
- Handling of web-based management systems; and, advanced programmes for statistical analysis of data.

### **Language requirements:**

- Strong written and spoken skills in English. A good working knowledge of French will be an advantage

**Educational requirements:**

- Advanced university degree in Economics, Public Policy or in a related discipline.

**Contract duration:**

- Initial one year with possibility of extension

## **7.0 COMPETENCIES**

### **Functional Competencies**

#### **Advocacy/Advancing A Policy-Oriented Agenda**

- Influencing the public policy agenda
- Builds consensus concerning UNDP's strategic agenda with partners on joint initiatives
- Dialogues with national counterparts and other stakeholders to strengthen advocacy efforts, incorporating country, regional and global perspective

#### **Results-Based Programme Development and Management**

- Achieving results through programme design and innovative resourcing strategies
- Identifies country needs and strategies using a fact-based approach
- Makes use of a variety of resources within UNDP to achieve results, such as cross-functional teams, secondments and developmental assignments, and collaborative funding approaches
- Ensures the full implementation of country programme and Financial Resources to obtain results

#### **Building Strategic Partnerships**

- Makes effective use of UNDP's resources and comparative advantage to strengthen partnerships
- Creates networks and promotes initiatives with partner organizations

### **Innovation and Marketing New Approaches**

- Creates an environment that fosters innovation and innovative thinking
- Conceptualizes more effective approaches to programme development and implementation and to mobilizing and using resources

### **Resource Mobilization**

- Contributes to the development of resource mobilization strategies at CO level
- Actively develops partnerships with potential donors and government counterparts in all sectors at country level
- Strengthens the capacity of the country office to mobilize resource
- **Promoting Organizational Learning and Knowledge Sharing**  
Participating in the development of policies and innovative approaches and promoting their application throughout the organization  
Promotes UNDP as a learning/knowledge sharing organization

<b>UNITED NATIONS DEVELOPMENT PROGRAMME</b>		<b>ONE PAGE MISSION REPORT SUMMARY</b> Date: 15 May 2018	
<b>Abdoulie Janneh</b> National Economist	<b>UNDP The Gambia</b>	<b>Travel Authorization #:</b>	
<b>Approved Mission Itinerary:</b> Banjul-Accra-Addis-Kigali-Addis-Accra-Banjul		<b>List of Annexes:</b> • Mission Programme	
<b>(From) May 5<sup>th</sup> Inclusive Travel Dates (To) May 11<sup>th</sup>, 2018</b>		<b>Key counterpart (s) in each location:</b> Mr. Habib Drammeh – Secretary General & Head of The Civil Service, Government of The Gambia Mr. Ebrima Sisawo – Permanent Secretary, Office of The President Mr. Pateh Jah – Permanent Secretary, Personnel Management Office Ms. Jainaba Manjang – Principal Assistant Secretary, Office of The President	
<b>Purpose/Objective of Mission:</b>			
a) To help the Government of The Gambia to establish a strong strategic policy unit and performance monitoring system along the lines of the Rwanda model in The Gambia.			
<b>Brief Summary of Mission Findings:</b>			
<ul style="list-style-type: none"> <li>▪ During the mission, the team met with officials from the UNDP Rwanda CO, the Ministry of Foreign Affairs, Cooperation &amp; East African Community (MINAFET), the Prime Minister's Office (PMO), the National Unity and Reconciliation Commission (NURC), the Office of the President (OTP), the Ministry of Finance &amp; Economic Planning (MINECOFIN), Ministry of Labor (MIFOTRA) and the Rwandan Governance Board (RGB).</li> <li>▪ The mission also visited the Genocide Memorial in Kigali during the Genocide Commemoration period and laid a wreath at the mass graves on behalf of the Government of The Gambia. The Memorial is a symbol of remembrance and learning, established in the spirit of national unity and reconciliation.</li> <li>▪ The mission highlighted the main objectives: policy formulation and implementation, the establishment of a strategic policy unit, performance monitoring, civil service reform, supporting implementation of the National Development Plan and creating a robust presentation system to the President.</li> <li>✓ The keys to success in the Rwandan model have been good leadership and good management; the Government have adopted a clear vision starting with Vision 2020 and transitioning to Vision 2050 with aspirations of making Rwanda a high middle-income country by 2035 and a high-income country by 2050.</li> <li>✓ Rwanda have followed up their vision with sound management with a series of medium-term national development plans that are inclusive and align with the 2030 Agenda for Sustainable Development, Africa Agenda 2063 and regional commitments.</li> <li>✓ The latest development plan – the National Strategy for Transformation is a seven-year plan aligned with the term of the President which informs the sector strategic plans and district development strategies in an integrated development planning framework that facilitates the production of annual plans and budgets, performance contracts (Imihigo) and monitoring and evaluation (M&amp;E).</li> <li>✓ Planning, budgeting and performance contracts are prepared in conjunction to ensure coherence and synergy. Furthermore, government ministries are clustered along governance-economic-social lines to strengthen coherence and evaluation.</li> <li>✓ The Government Command Centre houses a robust monitoring system that facilitates M&amp;E and provides a comprehensive overview on progress towards achieving national development objectives.</li> <li>✓ A specific ministry's annual performance contract is decentralized further to individual annual contracts and these contracts are incorporated into a Results-Based Management System managed by the Ministry of Public Service and Labour.</li> <li>✓ The Government has endeavored to maintain a lean civil service – doing more with less, revising numbers downwards and motivating the public service without having a detrimental effect on the development budget. Having well paid civil servants has helped with staff retention and a popular health insurance scheme for the civil service has incentivized staff.</li> <li>✓ Government hold Forums for National Development aimed at strengthening inclusiveness, unity, transparency and accountability:</li> </ul>			

- ✓ The Annual Leadership Retreat – inclusive of all leaders, ministers, diaspora, civil society, grassroots and villages to meet with the President and discuss achievements and challenges during the year in an air of greater transparency and accountability.
- ✓ National Dialogue Council (Umushyikirano) – a forum that brings together the President and citizen's representatives to debate issues that affect the citizenry and the nation at large.
- ✓ Cluster meetings – in governance-justice-economic-social clusters that meet twice a year for evaluation and policy coherence.
- ✓ The country has created the conducive environment for economic development, investing in the required infrastructure – roads, ICT, energy and human capital – having the right people not only in terms of qualifications but also principles, values and dignity. The affirmation of dignity (or agaciro) instills self-respect and a sense of community in Rwandans.
- ✓ The government engages the diaspora in the pursuit of Rwanda's development goals.
- ✓ Following the unique situation Rwanda found itself in following a brutal genocide, there was a focus on 'home-grown' solutions aimed at instilling values, resolving conflict, citizen-building, good governance and economic empowerment. Sustaining peace was of utmost importance and peace, tolerance and reconciliation were imbedded into national curriculums in primary and secondary schools.
- ✓ A number of reforms were undertaken in agriculture, health, justice, doing business and ICT that also strengthen the environment for economic development.
- ✓ Home-grown solutions such as Gacaca courts, Abunzi mediators and other forums for community and national dialogue allowed for the rebuilding of the social contract and building a sense of national unity and accountability.
- ✓ Sustaining peace rests on the NURC's 3P3D – promotion, preservation (of peace), prevention (of hateful behavior) and detection, denunciation and deterrence (of hateful behavior).
- ✓ Gender equality and the rights of women strongly promoted and protected. This has come with great economic and social benefit to Rwanda. 61% of parliamentarians are women, highest in the world. Having a quota of women elected to parliament in the constitution created a mind shift change and ensured that women had a voice in decision-making which has permeated throughout society.
- ✓ Rwanda's Governance Board, advises on best practices regarding governance in the country. It is another accountability mechanism to promote good governance and evidence-based research.



Recommendations/Actions to be Taken and by Whom:	Distribution: (Copies to)
<ul style="list-style-type: none"> <li>- The establishment of a Strategic Policy Unit in the Office of The President with support from UNDP to deliver on the mandate of the President, support implementation of the National Development Plan (NDP), support policy formulation and development and ensure policy coherence and synergy.</li> <li>- Establishment of a Government Command Center in the SPU to enable a comprehensive system of monitoring national development priorities, NDP results, Sustainable Development Goals and other international and regional commitments.</li> <li>- Holding of a National Leadership Retreat – inclusive of all leadership in the country led by the President to constructively discuss issues pertinent to national development, in the spirit of transparency, accountability and good governance.</li> <li>- Instituting performance contracts – institutional and individual across Government, Local Government and State-Owned Enterprises that can be incorporated into a Results-Based Management System housed at the Personnel Management Office.</li> <li>- Establishment of Gambia Governance Board to provide evidence-based research on the state of governance in The Gambia and report on the effectiveness of service delivery in the country.</li> </ul>	UNDP Gambia

## **Terms of Reference for an International Consultant on Coordination for the National Development Plan-2018-2021:**

### **I. Background:**

The Government of new Gambia under the leadership of His Excellency, President Adama Barrow who assumed power in December 2016 through a Coalition inherited daunting challenges, characterized by bad governance, excessive abuse of the rule of law and human rights, weak institutional and human capacity and poor coordination mechanism. These constraints are a result of a 22 years dictatorial rule. Most of the systems and mechanisms for efficiency and accountability were broken or none existent thereby making adoption of a coordinated approach to planning, programme formulation and management challenging.

In responding to the complex political, economic, human and social environment, The Government adopted a participatory four-year constitutional, legal, judicial and social reform agenda in the form of a National Development Plan (NDP) 2018-2021, with the support of the UNDP.

The Government will present the NDP to an International Donors Conference on 22 May 2018 and they deem it necessary to secure UNDP funding for recruitment of an international development management consultant to assist in establishing an effective national coordination mechanism, to facilitate quality implementation of the Plan.

### **II. Duration of Consultancy:**

The consultancy will last for 20 work days effective 01 June 2018.

### **III Role and Responsibilities of the Consultant:**

The consultant will work under the purview of the office of the Vice President with support from UNDP, a senior national consultant and administrative secretary.

**The role and responsibilities of the consultant will be as follow:**

1. Formulate an efficient National Stakeholders' Coordination Framework (NSCF) for quality implementation, strategic partnership building, policy advocacy, communications, monitoring and evaluation of the National Development Plan (NDP).
2. Establish a National Development Forum (NDF) for effective information sharing, joint programming, co-financing of projects and networking.
3. Provide high value inputs for multi-lateral and bilateral reviews and consultations, review of agreements/MoU, etc.
4. Advise on the coordination of the NDP interventions, organization of review meetings and action taken for follow ups.
5. Devise a national strategic framework, including a programme appraisal committee to ensure national ownership, quality assurance of projects, complementarity, impact and sustainability.





6. Perform any other related task that may be assigned from time to time.

#### **IV. Reporting:**

The Consultant will report to the Vice President.

#### **V. Deliverables:**

1. Draft Inception report after a week in post.
2. Draft Final after stakeholders' review and validation.
3. Launch of the validated report after validation report

#### **VI. Qualifications and Experience:**

1. Post-graduate degree in Economics, MBA or related discipline from a recognized institution
2. Minimum 20 years of experience, of which 10 years must be in high level position in Government or international organization.
3. Demonstrated experience in international programme management.
4. Very good drafting and communications skills in English.