

IRF – PROJECT DOCUMENT

TEMPLATE 2.1



United Nations Peacebuilding Support Office (PBSO)/ Peacebuilding Fund (PBF)

Project Title: Support to establish a strategic Policy Planning and Management Unit in the Office of the Vice President	Recipient UN Organization(s): UNDP	
Project Contact: United Nations Development Programme UN House, 5 Kofi Annan St. P.O BOX 553 Cape Point, Banjul, The Gambia Email: nessie.golakai@undp.org Tel: 220 449 4762 Ext 301 Cell: 220 335 9957	Implementing Partner(s) – name & type (Government): Government of The Gambia: Vice Presidency,	
	Project Location: Banjul, The Gambia	
Project summary: The project is aimed strengthening national capacity for engendering national policies and strategies through strategic reform and effective functioning of Policy Planning and Management Unit (PPMU) in Office of the Vice President. The PPMU in collaboration with government Ministries, the Gambia National Think-Tank (GAMNATT) and Development Agencies will lead and guide policy formulation in order to ensure policy relevance, coherence and impact in addressing key challenge of The Gambia, notably, poverty, inequalities, social exclusion and peacebuilding. The work of PPMU will take into	Total Project Cost: 500,000 USD Peacebuilding Fund: 500,000 USD Of which: 1st Tranche:500,000 USD Government Contribution: In Kind Other: n/a	
	Proposed Project Start Date: November 2017 Proposed Project End Date: May 2019	

account the Government's commitments to political reforms, Social Development Goals (SDGs) 2030 and Africa Agenda 2063.	Total duration (in months)¹: 18 months
Gender Marker Score²: <u>2</u> <i>Score 1 for projects that will contribute in some way to gender equality, but not significantly.</i>	
Project Outcomes: National evidence-based, coherent and gender-sensitive policies and strategies to effectively guide and coordinate the implementation of democratic political and development reforms in The Gambia.	
PBF Focus Areas³ which best summarizes the focus of the project (select one): <ul style="list-style-type: none"> • Priority Areas # 4.1 Enhance essential administrative services - Strengthening of essential national state policy and management capacity 	

¹ The maximum duration of an IRF project is 18 months.

² PBSO monitors the inclusion of gender equality and women's empowerment in all PBF projects, in line with SC Resolutions 1325, 1888, 1889, 1960 and 2122, and as mandated by the Secretary-General in his Seven-Point Action Plan on Gender Responsive Peacebuilding.

³ PBF Focus Areas are:

1: Support the implementation of peace agreements and political dialogue (Priority Area 1):

(1.1) SSR; (1.2) RoL ; (1.3) DDR; ; (1.4) Political Dialogue ;

2: Promote coexistence and peaceful resolution of conflicts (Priority Area 2):

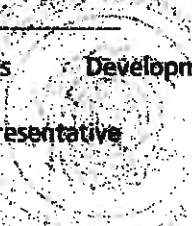

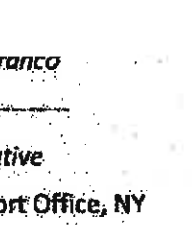
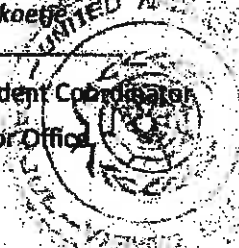
(2.1) National reconciliation; (2.2) Democratic Governance; (2.3) Conflict prevention/management;

3) Revitalise the economy and generate immediate peace dividends (Priority Area 3);

(3.1) Employment; (3.2) Equitable access to social services

4) (Re)-establish essential administrative services (Priority Area 4)

(4.1) Strengthening of essential national state capacity; (4.2) extension of state authority/local administration; (4.3) Governance of peacebuilding resources (including JSC/ PBF Secretariats)

(for IRF-funded projects)	
Recipient UN Organization(s)⁴ Ade Mamonyane Lekoette  United Nations Development Programme UNDP Resident Representative Date & Seal	Representative of National Authorities Mrs Fatoumata Jallow  Name of Government Vice President, Government of The Gambia Date & Seal 24/10/2017
Peacebuilding Support Office (PBSO) Oscar Hernandez-Laranco  Name of Representative Peacebuilding Support Office, NY Date & Seal	Resident Coordinator (RC) Ade Mamonyane Lekoette  United Nations Resident Coordinator Resident Coordinator Office Date & Seal

⁴ Please include signature block for each RUNQ receiving funds under this IRF.

(for IRF-funded projects)	
Recipient UN Organization(s)⁴ Ade Mamonyane Lekoette United Nations Development Programme UNDP Resident Representative Date & Seal	Representative of National Authorities Mrs Fataumota Jalloh Name of Government: Cabinet Support Vice President, Government of The Gambia Date & Seal: 24/10/2017
Peacebuilding Support Office (PBSO) Oscar Fernandez-Taranco Name of Representative Peacebuilding Support Office, NY Date & Seal	Resident Coordinator (RC) Ade Mamonyane Lekoette United Nations Resident Coordinator Resident Coordinator Office Date & Seal

⁴ Please include signature block for each RUNO receiving funds under this IRF.

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Annex A: Project Summary (to be submitted as a word document to MPTF-Office)

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1. Peacebuilding Context and Rationale for PBF support:

a) Situation Analysis and Peacebuilding Context

The Gambia is among the poorest countries in the world, with nearly half (48.6%) of its population living below the absolute poverty line of US\$1.25 per day (2015/16 IHS). Almost 40% of the active labor force is unemployed or underemployed, with unemployment highest among the youths at 39% (Gambia Bureau of Statistics-GBOS). Gambians youths are disproportionately represented among irregular migrants to Europe across the Mediterranean. According to IOM estimates, Gambians make up the second biggest contingent of migrants from West Africa, despite the country's small population size of 1.8 million.

Despite strong legal and policy frameworks for women and youth empowerment and gender equality, women, girls and youths continue to face significant challenges. Additionally, while the Constitution has provisions that ensure gender equality, there are still discriminatory provisions in the Law pertaining to the Personal Status of Women. The new government, which came to power on December 1, 2016 through a Coalition, comprising seven parties and an independent presidential candidate, is committed to the protection of rights of Gambians, particularly the vulnerable groups, namely women and girls. The initial test to this will be enforcing critical legislations already passed, such as the Women's Act 2010, amended in to ban and criminalize Female Genital Mutilation, the Sexual Offences Act 2013, the Domestic Violence Act 2013, the 2016 Amendment to the Child Act banning Child and Forced Marriage and the National Protection Policy, 2015-2025 for reduction of vulnerability and poverty among women and children through strategic interventions.

After 22 years of authoritarian rule, His Excellency President Adama Barrow, under a Coalition of seven political parties and an independent candidate, won the December 1 2016 presidential election that ousted former President Jammeh. This was followed by a critical political impasse, which led former Gambian President, Yahya Jammeh, going into exile on 21 January 2017, but leaving behind a legacy of human rights abuses, near empty treasury coffers, and an institutional vacuum. Following the tension-filled but peaceful alternation of power from former President Jammeh to President Adama Barrow in The Gambia, there is urgent need for reforms to promote democratic governance, respect for the rule of law and human rights, socio-economic recovery for sustainable development and peace.

In view of The Gambia's fragile security and tenuous economic stability created by 22 years of authoritarian rule, which devastated the country's institutions, infrastructure, national capacity and youth employment, there is an urgent need for the country to re-establish the path to rapid, sustainable economic development, to tackle energy and employment issues, promote re-integration into the global economy. In line with the aspirations expressed in the Coalition Government's Manifesto 2016, the new Gambia

needs to take advantage of the tremendous potential presented by the overwhelming national and international support and goodwill to position itself as a more competitive and dynamic player within the West African sub-region, the African continent and the world at large. To do this, The Gambia must formulate and implement economic policies that will generate real development outcomes for its people, both in the short and long terms in order to manage the huge expectations of Gambians, especially the youths. Emerging out of acute repression and international isolation, the country suffers from an acute shortage of financial as well as highly skilled human resources. The repercussions are wide ranging, but perhaps the area where the consequences are most severe is in policy formulation, coordination and monitoring. Implementation is also severely handicapped. As a result of a capacity deficit in the public sector, the government has not much capability in the areas of sound, gender-sensitive policy formulation, coordination, monitoring and evaluation. Economic reforms have thus failed to gain the traction required for inclusive and sustained economic growth. In cases where policies were initiated by external sources, even though some may be internally inspired, this had inevitably led to donor influence which was sometimes so different that the initial intention may have been lost to the stronger donor position.

For the new government, ensuring coherence between the vision and agenda for change and effective policies, strategies and action on the ground is critical. However, as alluded to above, the policy landscape in the country is somewhat chaotic and confusing. Sector or sub-sector policies are not always aligned to national/macro-level policies or sector-wide policies and budgets are also not aligned with projects hence causing injudicious public expenditures. This situation has given rise to overlaps, gaps, conflicts and inconsistencies in policy formulation and implementation, leading to negative impacts on policy effectiveness. Policy development has also suffered from a fragmented policy-making process due partly to the wide array of government ministries that formulate policies that are either central to, or touch on, overall development of the

GAPS IN POLICY DEVELOPMENT CONTINUUM

- Policies sometimes developed without in-depth and socio-economic gender analysis, identification of gaps, synergies and submitted for approval without consultation or peer review;
- Policy coordination lacking and drafts sometimes submitted for approval with overlaps in content, function and implementation arrangements;
- Statutory approval process faces challenges; some policies have remained in draft stage for extended periods of time;
- No process/entity to ensure that strategies are not developed without policies and that policies are followed by timely development of strategies for implementation;
- Timely and neutral technical advisory support to cabinet sub-committees particularly on new, technical or cross-sectoral policy issues is not optimal;
- Communication and dissemination of and access to policies are poor to the extent of creating uninformed decisions making, poor coordination and limited knowledge sharing;
- No systematic framework for periodic review and timely updating; previously significant political interference;
- Culture of information sharing, evidence based research and collaboration for coherent and effective policies not promoted.

country, and partly due to the absence of a rigorous model around which activities revolve.

A history of political interference, limited high level support for ensuring a functioning policy ecosystem, and the lack of understanding of the policy development continuum among many senior public servants in the country has complicated matters. This continuum prescribes the development of a policy as primary but since policies on their own cannot lead to direct action, they need to be operationalized with the formulation of strategies/action plans. Furthermore, because policies deal with issues with legal implications for their implementation, legal instruments should be enacted to give legal effect to policies. However, instances of strategies being developed without a gender sensitive policy exist,⁵ as do cases where policies were formulated but not followed by the timely development of strategic/action plans to operationalize them.⁶ The statutory approval process for policies also has its own set of challenges, resulting in the protracted delays in finalizing policies, with some remaining in draft stage for extended periods of time.⁷ On occasion, strategies have also expired without being extended or replaced yet implementation of activities continued.

Many policies are multi-sectoral in nature or scope, yet they have mostly been developed in silos without a cross-sectoral policy and coordination framework in place or without the kinds of review and oversight processes that could help to ensure coherence, synergies and sometimes ethnic and/or gender sensitivity while avoiding gaps and overlaps in mandates and implementation structures.

Coordination of post-conflict sensitive policy through strategy development and financing requires collaboration across various governmental entities and institutions as well as engagement with non-governmental and academic research and policy organizations and institutions.

Economic policy is a priority for The Gambia. The Central Bank of The Gambia is the key player in the formulation of monetary policy. The Central Bank of The Gambia (CBG), through its Research Department, produces quarterly bulletins on the economy and works on the stabilization on the economy. The Ministry of Finance and Economic Affairs (MoFEA) is the government institution charged with formulating the budget that in turn, is the principal instrument for financing all policy reforms and strategies for implementation. Within the MoFEA, the Macroeconomic Policy Analysis Directorate (MPAD) and Directorate of Policy and Research are responsible for carrying out economic and financial research to assist the policy making process. They produce quarterly Macro-

⁵ E.g., a Child Protection Strategy without a Child Protection Policy or a Children's Act (2005) without an approved Children's Policy

⁶ E.g., the 2007 Decentralisation Policy was not supported with a strategic plan until its implementation period expired; the National Youth Policy [2009-2018] has been implemented since 2009 without a strategic plan.

⁷ E.g., the draft Sanitation and Hygiene Policy

economic performance reports, monitor the growth sectors and conduct revenue forecasting. MoFEA's Directorate of Development Planning co-ordinates planning through the formulation of medium term National Development Plans, supports sectoral and regional planning processes, and monitors national development plan implementation. The Directorate also serves as interface between the national plans and budgets. High-level Economic Council/High Level Economic Committee (HILEC) plays a critical role in strengthening the monitoring of policy implementation. It comprises the Vice President, the Minister of Finance and Economic Affairs, the Governor of the CBG, and the Secretary General of the Office of the President.

However, the function of formulating the National Development Plan is in the process of being transferred to Office of the Vice President because of its oversight mandate to coordinate and report on the National Development Agenda. Cognizant of the capacity deficit in the public sector, especially in conflict-sensitively policy design, particularly at Office of the Vice President, a historic Gambia National Think-Tank (GAMNATT) has been established, under the auspices of the Office of the Vice President, with the mandate to provide substantive policy planning and advisory support to Government. These including finalizing the National Development Plan (NDP), to initiate policy research, reviews and reporting, focusing on facilitating the formulation of evidence-based as well as gender sensitive policies and programmes and to formulate a Draft National Vision 2030. The Vision 2030 will focus on profiling the new Gambia through decentralized, citizen engagement for participatory policy planning, management and enhanced local governance.

In terms of policy research, the University of The Gambia currently does not produce significant levels of research that could inform policy making or Influence strategic thinking for development in the country. From time to time donor missions, NGOs, and private sector Institutions, such as the commercial banks, or the Chamber of Commerce, and selected enterprises produce isolated reports on specific subjects. *However, there is no systematic mechanism for leveraging these efforts to inform or to get feedback on government's strategic policy direction.* Compounding the disjointed policy making process, the regulatory framework that underpins economic development and private sector engagement is contradictory in various instances and offers limited access to justice. The outcome of recourse for the private sector is also often unpredictable. Administrative complexities and registration requirements need to be streamlined. Attempts to build economic capacity will have little impact in the absence of demonstrated commitment of the government to seriously support the economic development agenda

POLICY DEVELOPMENT CONTINUUM

- Policy priorities and gaps identified;
- Conflict sensitive policy formulation process initiated by the sector ministries;
- Consultation with stakeholders;
- Draft policy referred to cabinet office for review; peer review through cabinet sub-committee;
- Cabinet paper submitted for consideration and approval by cabinet;
- When approved, submitted to ministry for implementation or to parliament in case an Act needs to be promulgated;
- Policy and strategy implementation assessments conducted to inform policy development and reviews
- Policies reviewed periodically and submitted by update considering effectiveness, new developments, changed circumstances, gaps, cross-sectoral issues or just to be timely;

and confront the difficult policy decisions that may arise, which though in the national interest may lead to losses for well-connected specific interest groups. This implies attention to such an agenda at a sufficiently high level to ensure continuity, consistency, coordination and effectiveness.

b) Limited Government Policy Reform Capacity:

The January 2017 alternation of power in the Gambia ushered in a Coalition government. The new government is in the process of embarking on a series of reforms and programmes, which would be critical for sustaining the country's peace, stability and prosperity. These are thought to include: Security Sector, Judiciary, civil service, constitutional and legal reforms as well as Transitional Justice Mechanisms. Economic and private sector development related reforms and alignment with regional and international strategies (Paris Agreement, 2030 Agenda and Agenda 2063 amongst others) are also in order. Support for these reforms is expected to come from international and regional development partners, including the United Nations, and national stakeholders.

Achievement of the reforms will require effective management of processes involving diverse actors and interests. Following the Cabinet retreat on Collaborative leadership and Dialogue held in May 2017, the executive pledged in a post-retreat 'compact' to be guided by principles including: inclusivity; togetherness; effective civil service delivery and probity, accountability and transparency. The support will help fulfil these aspirations publicly committed to in the compact. Thus, building and sustaining consensus, commitment and inclusion of all Gambia stakeholders' right from the start will be critical to building a Citizen Charter and eventually gaining the success of the reform agenda. This will involve structured engagement with a multiplicity of government and non-state actors including, Ministries, Departments, Agencies, Civil Society and Media among others. Further, developing the post-conflict sensitive-policies, frameworks and implementation plans for effective reforms will require coordinated efforts of the various actors and the harmonization of policies and processes. Communication on developments and results is key for this process to ensure that momentum given the high expectations of citizens.

To address the types of gaps identified in the policy development continuum, and to ensure long term timely formulation and momentum on policy development efforts ***it is essential to have a well capacitated strategically placed entity in place to ensure momentum on the reform and policy efforts and to ensure coordinated strategic decision making at the highest levels.*** Such an entity will help to reinforce national leadership and ownership of the formulation and implementation of development policies.

A Policy Analysis Unit (PAU) is currently located at the Office of the President (OTP) to provide policy advisory support to the President through the Office of the Secretary

General and Head of the Civil Service.⁸ The PAU has the responsibility to sustainably guide overall policy formulation, coordination and implementation.

However, it has been constrained in performing these functions over the years for a variety of reasons. The 2015 assessment of the PAU noted several weaknesses and provided recommendations for a structuring of the way forward. In addition, a framework for the coordination and strategic direction of policy development activities is being instituted at the Office of the Vice President and this is expected to be fully operational at the end of last quarter of 2017. Meanwhile, responsibilities are split between MoFEA and the office of the Vice President amongst others.

Insights from this assessment and learnings from strategy and policy units in other countries highlight the need for:

- Legal and operational clarity for the role of the high-level strategy and policy unit in the policy development process and ecosystem.⁹
- Strategic positioning¹⁰ and being effectively linked with key entities such as the cabinet office and cabinet subcommittees and policy making entities in the ministries;
- Well-articulated standard operating procedures (SoPs) and mechanisms for policy development (formulation, consultation, approval, strategy development, review and revision/updates) and that also consider the gender and ethnic dimensions of policy;
- A body that can provide oversight of the policy development continuum and be well integrated in the process so that its value added/demand for its services is not in

⁸ See Government of The Gambia-United Nations July 2015 Capacity Assessment of the Policy Analysis Unit. It could not find the enabling policy and legal instrument which provided the legal mandate for the creation and functioning of PAU. It suggests that the PAU could be viewed as implementing the recommendation of the report of the review of the Office of the President, Peat Marwick Management Consultants, 1986: "A small Policy and Research section should be set up under a Permanent Secretary to advise the Secretary General and the Cabinet. It should provide the central machinery for collecting, analyzing and presenting information, on a continuous basis, to the Cabinet and the President. It is likely to focus on economic affairs. ... *The intention is not to take away the policy development role of each Ministry but rather to help co-ordinate policy development within the Civil Service.*

⁹ In what instances does the unit initiate policy or where does it work to ensure effective policy development? In Rwanda, the responsibilities of the Strategy and Policy Unit in the Presidency include (i) advising the President of the Republic on policy matters, based on evidence-based assessments and the observation of trends; (ii) to work with and provide support to government institutions, including strategic planning units at Ministries, Agencies and Local Government, as well as research institutions, and to engage with development partners and to (iii) identify and disseminate strategic perspectives on emerging issues facing the government and country. In the case of Jamaica, Strategy Unit (SU) has the responsibility for informing on the development of policy in key strategic areas and taking the lead to fill policy gaps in sectoral or cross-cutting areas that are a priority for Government and where necessary to take responsibility for policy incubation.

¹⁰ The unit needs to be positioned well not only with the sector ministries but also with cabinet sub-committees and parliament across the policy continuum. Recommendations in the assessment included the possible creation of a Cabinet Sub-Committee on Policies in the same way as the Cabinet Sub-Committee on Bills was created, with the unit represented on the Committee in a Technical Advisory capacity with view to enhancing quality of technical review and the expeditious processing of draft policies;

question and such that it is in regular and systematic engagement with the executive, the cabinet sub-committees and the sector ministries; it can help to:

- ensure a consistent approach for policy proposals, review and reform; identify and tackle gaps in the process and promote collaborative deliberation and development of policies, especially on cross-sectoral or sector-wide issues with a view to ensuring horizontal and vertical coherence.
- propose policy reforms and modernisation initiatives where needed to strengthen the policy development process and linkages with strategy development and implementation;
- provide technical advisory support for policy review and approval processes as well as to key policy fora;
- ensure that government policies and resultant strategies are gender and ethnic sensitive.

Regarding ensuring policy development (formulation, approval, strategy development, review and revision) the capacities of many different players across the system need to be strengthened. Principally, technical support to cabinet sub-committees on policy review needs to be enhanced. Currently there is limited quality assurance at the technical level, and almost non-existent capacity for conflict sensitive and gender analysis. There is need to strengthen technical advisory support to the office of the Presidency to enhance its management of the cabinet and Government apparatus.

There is also a need to strengthen capacity to proactively and constantly scan the horizon of The Gambia's post-conflict development to identify opportunities and risks necessitating new or modified policies as well as to identify gaps and ensure policy coherence and alignment across policies and sectors. Line ministries are primarily concerned with day-to-day issues regarding implementation and sectoral policies.

c) **Mapping of Existing Peacebuilding Activities and Gaps**

At the request of the new President, the UN was requested to support the building of the capacity and knowledge of the Office of the President/Vice President in The Gambia for it to effectively lead and guide the ongoing political and development reforms.

Table 1 – Mapping of peacebuilding activities and gaps				
Project outcome	Source of funding (Government / development partner)	Key Projects/ Activities (announced but details not specified yet)	Budget in \$ (budgets are not known yet)	Description of major gaps in the Outcome Area, programmatic or financial

<i>Support to the Vice Presidency</i>	UN/PBF	Transitional Justice support	\$1.2m	
	UN/PBF	SSR	\$1.4m	
	UK	tbd		
	EC	tbd		
	Tony Blair Institute for Global Change	Governance & Development	To Consult the Institute	

d) Rationale for This IRF:

The rapid democratic transformation in The Gambia needs adequate institutional and technical capacity to articulate and oversee complex, sensitive and comprehensive policy reforms and regular strategy reviews to ensure effective impact and progress. To this end, the Government of The Gambia considered the PBF as a responsive and flexible funding instrument to support this critical activity. Decision for PBF support for the Gambian government's policy capacity was agreed during ASG for Peacebuilding Support and PBC Chair visit to The Gambia in April 2017.

It is anticipated that the efforts of this project will complement other PBF funded initiatives in the areas of security sector reform and transitional justice. A successful building of institutional and human capacity in the highest office of the Government will be important to overall policy implementation.

II. Justification for a Revitalized Policy Planning and Management Unit (PPMU)

a) Government Strategy:

Considering the above, the Government of The Gambia strategy is to have a strengthened Policy Planning and Management Unit (PPMU), which could subsume the existing Policy Analysis Unit (PAU). The proposed PPMU will also complement the Multi-Disciplinary Gambia National Think Tank (GAMNATT). The mandate of the Think-Tank is to provide government with substantive policy advice and support as well as help track the implementation of the National Development Plan (NDP) through functional research, specialized economic and social studies including gender and ethnic analysis, sectoral reviews, gender citizen engagement, harness and integrate competent national capacities in the development process in collaboration with all stakeholders.

b) Objectives of the Policy Planning and Management Unit (PPMU):

The PPMU is vital to mobilise and coordinate cross-ministry collaboration, ensure policy synergy and coherence and responsiveness to gender and ethnic considerations, effective policy implementation and impact, particularly when relevant economic and development policies are outside the direct domain of individual ministries or cut across ministries.

In coordination with the Cabinet Office, the Personal Management Office (PMO) and the Directorate of Development Planning (DDP) of the Ministry of Finance and Economic Affairs (MoFEA) and the sector ministries, the PPMU will:

- provide strategic policy advisory services to the Vice Presidency, including well-articulated conflict and gender-sensitive policy alternatives or scenarios on key issues that ensure coherence between the President's Political Vision and its implementation.
- provide high level oversight for the management of the policy development continuum and the functioning of an effective policy development and implementation system.
- facilitate collaboration on cross-sectoral or sector-wide issues – e.g. through task forces, solution teams, calling upon national and international specialized technical advice, and engaging with high steering committees, engagement of marginalised societal groups, e.g. women, youth, etc.;
- ensure systematic building of a National Citizen Charter through stakeholder engagement in policy development by the sector ministries as well as through itself organizing policy dialogue, development fora to inform cross-cutting and cross sectoral policies and reviews, and thematic analysis with focus on women, youth or ethnic groups;
- track progress in implementation in line with policy objectives; ensure timely review and updating of policies and strategies;
- promote a culture of information sharing, knowledge development and management through collaboration in policy development to avoid silos and overlaps, and to ensure that policy and strategy documents are easily accessible;
- ensure strengthened policy development and monitoring capabilities (not just planning and implementation) in the sectors/MDAs and decentralized planning entities;

More specifically the PPMU will provide the following policy and strategy services:

i) Policy Advisory Support, Coordination and Oversight of Policy Development:

- Conduct/commission in-depth analysis and provide the Vice Presidency with well-articulated post-conflict and gender sensitive policy alternatives or scenarios on

key issues to ensure that the Presidency has a sound and informed basis for making executive decisions;

- Provide technical advisory support to the Vice President to effectively support the President in leading cabinet discussions and to cabinet sub-committees on policy review and pre-approval;
- Provide timely oversight and coordination across the policy development continuum including substantive and administrative compliance with SoPs;
- Improve the government's capacity to address strategic, cross-cutting issues through promoting cross-sectoral analysis, coordinated technical reviews of policy development; conflict-sensitive policy design; gender analysis of policy, and coordinated approaches to policy development and approval;
- Establish a central 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;
- Promote local ownership of evidence-based development policy and decision making through strengthening research capabilities within government and engagement with national research institutions and think tanks;
- Organize and conduct capacity-building/training sessions on policy issues as necessary; collaborate with Personnel Management Office (PMO), Management Development Institute (MDI), Gambia Technical Training Institute (GTTI) and all ministries to institutionalize policy related capacity development to strengthen capabilities to enable them to effectively create and manage the synergy among the three components of the policy-plan-resource flow continuum.
- Organize periodic national capacity building programmes on socio-economic gender analysis (SEGA), gender budgeting, research and strategic gender policy advocacy.

ii) Oversight of Implementation, Policy Delivery and Performance Management:

- Undertake reviews and assessments to ensure coherence between the President's Political Vision and how it is implemented;
- Build synergies between the Office of the Vice President and the Directorate of Development Planning of the Ministry of Finance and Economic Affairs (Moorea) to ensure that the Presidency and Cabinet are involved at a strategic level in the formulation of priorities for Medium Term National Development Plans so that they can track momentum and progress on plan deliverables and move on policy priorities critical to plan implementation in a timely fashion;
- Undertake reviews and engage with MDAs to identify gaps in implementation and/or blockages in delivery on priority policies and strategies;
- Track progress of implementation and assess quality of delivery of programmes across government and as alluded to above on flagship and related priorities in national development plans through the initiation and operationalization of a dash board;
- Improve the effectiveness of policies in achieving the government's desired objectives through effective monitoring systems and assessments;
- Advise on relevant lessons learned and best practices of policy-making processes;

The PPMU will play a major role of champion within the government for specific policy reform and development issues. In this context, the PPMU will carry out/commission cutting edge research on development issues at the country level to inform the thrust of Government policies.

The PPMU will also constantly scan developments in the global economy for issues of importance and risk to the country and provide advice on including foresight and scenarios in policies to ensure resilience and to mainstream risk mitigation measures into the government's policies and plans.

c) The Structure of the Policy Planning and Management Unit (PPMU):

The proposed PPMU proposal is to provide competent national experts for the unit which is being set up to advise the office of the Vice President on functional research, strategies and analysis to inform policy formulation and implementation; provide advice on likely policy implementation scenarios, implications and challenges, and on contingency plans for worse case scenarios. Additionally, the support would advise the presidency on harmonization of reform policies and coordination of implementation.

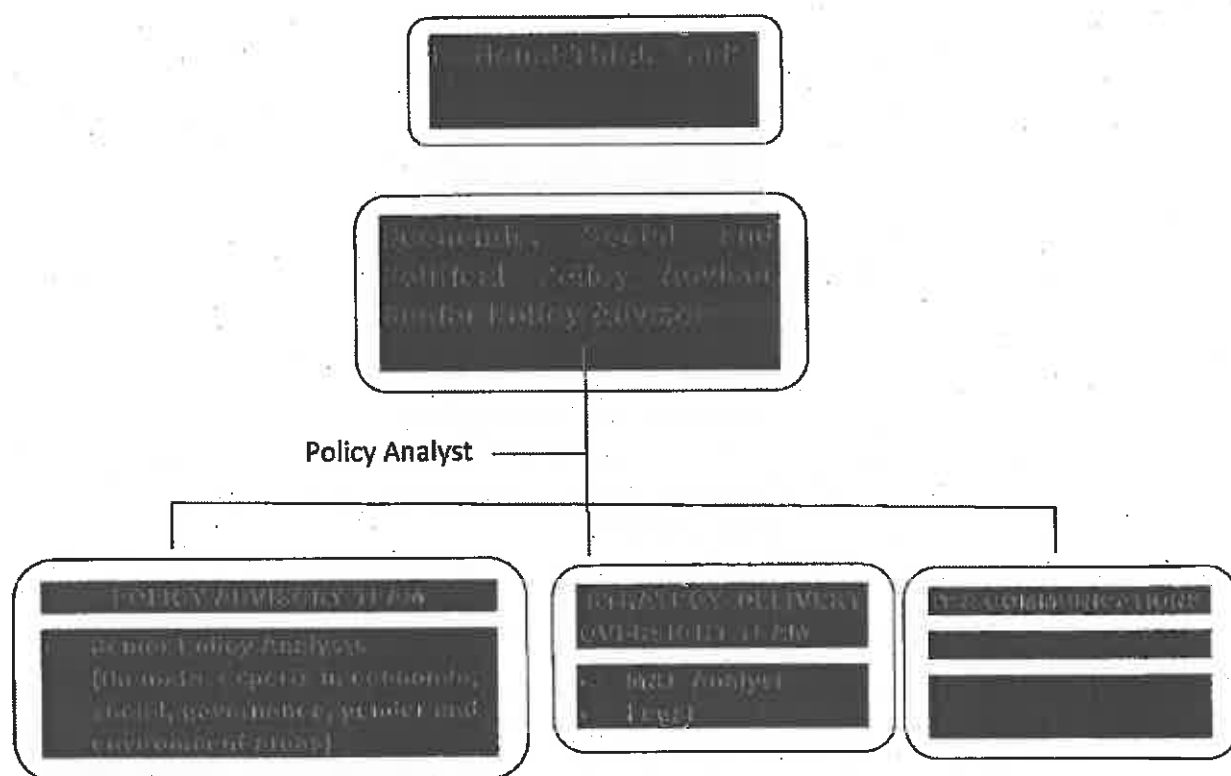
The design of the proposed high-level unit will need to ensure that the PPMU has the structure, the positioning, and capacities in place (and mechanisms to tap into capacities) to perform the ambitious set of functions outlined above, including ensuring policy coherence, effective coordination and integrated policy development.

This proposal draws on practices of selected PPMU type initiatives to propose a mix of focused technical advisory expertise, M&E capabilities, communications and technology support for tracking progress, ensuring results based approaches. The proposal allows for recruitment of national specialist and consultants, as and when necessary, with special consideration given to qualified female candidates.

Without specific technical capabilities, the cohesiveness of the national policy environment and the unit's ability to coordinate and manage the policy convergences or the cross-sectoral dimensions of development challenges could be undermined.

The Policy Planning and Management Unit (PPMU) will be structured as follows:

- Thematic Policy Advisory Team¹¹
- Strategy delivery oversight and M&E sub-team
- Communication and Technology Team



d) Staffing of the PPMU

¹¹ For the composition - economic, social, environmental and governance clusters as in the case of Rwanda and in line with NDP pillars/goals and economic, social and environmental sustainability criteria underpinning to integrated development approaches.

The following personnel is proposed¹²

- Senior Policy Adviser (1)
- Policy Analysts (3: Economics, Social and Political/Governance)
- Programme Officer (1)
- M&E & Research Specialist
- IT & Communications Analyst
- A Documentation/Administrative & Finance Specialist

Specialist Consultants will be recruited, as and when necessary

III. Objectives of PBF Support and Proposed Implementation

a) Theory of Change:

The Broad Outcome of the Project:

Government policies and strategies with greater synergy and coherence and better coordinated 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.

The following is the theory of change for the project:

IF the Office of the Vice President, as represented by the Policy Planning and Management Unit (PPMU) is provided with the appropriate capacity, policy research capabilities and resources to perform the function of government National Think-Tank on political and economic reforms to support the political transition in The Gambia, and

IF such an entity has the right authority and position to coordinate and guide the rest of Government Ministries and Departments on policy reforms,

THEN the Government will be better placed to articulate consistent and coherent policies and strategies on its political and development reforms that are effectively coordinated to respond to public needs and that can be executed with proper delegation of responsibility and accountability.

The underlying axiom of the ToC is that effective public administration with coordinated and well consulted and researched policy formulation are essential for effective reforms and development.

¹² National experts, where female candidates will be given equal opportunities in selection processes.

b) Expected Outcomes, Outputs and Activities:

Intended Outcome: A Policy Planning and Management Unit (PPMU) set up in the Office of the Vice President to:

- (i) Coordinate the policy development process across government and lead on the incubation of strategic policies that are post-conflict and gender sensitive;
- (ii) Provide strategic research, analysis and advice on a range of development issues, including gender and ethnic marginalisation to inform policy development and review processes;
- (iii) Coordinate lead key change initiatives such as Civil Service Reform to strengthen the focus of human capital for policy development and implementation.

Performance Indicators:

- Percentage/number of national policies reviewed and updated to be in line with government priorities and the imperatives of the NDP and made available through the policy repository;
- Number of cross sectoral policies reviewed to systematically identify gaps (including gender, geographic and ethnic disparities, etc) and synergies to ensure that coherent policies are designed and implemented;
- No. of "quick wins" initiatives in line with presidential priorities proposed, approved and initiated.
- Number of occasions on which quality policy advice was provided to cabinet/decision makers and policy makers;
- Number of high quality policy briefs prepared at the request of presidency, cabinet or sectors;
- Number of seminars/workshops convened to engage stakeholders in policy/implementation review.
- Number of policy/implementation briefs prepared to communicate policy and strategic developments.
- Existence of effective public policy planning and management system.
- Existence a National Citizen Charter to ensure an effective citizen-state engagement and popular participation in the national development processes.

Intended Outputs and Activities:

- (i) *PPMU organizational structure with clearly defined policy design and coordination tasks and functions established within the Office of the Presidency.*
 - Provision of office accommodation for the PPMU;

- Supporting the acquisition of vehicles, office equipment, computers, printers, photocopiers and furniture;
- Strengthening the organisational and administrative structure of the Unit, that also encourages women candidates;
- Developing a strategic management plan and supporting its implementation.
- Developing a business plan for continuity and sustainability, including plans to completely handover to government within 18 months.

Expected Results:

- Office space secured for the Unit;
- Vehicles purchased;
- Office equipment and logistics acquired;
- The administrative and organisational structure established;
- A Strategic Management Plan developed for the Unit

(ii) A well-supported PPMU with strengthened technical, institutional and operational capacity to oversee a comprehensive government policy work programme, management information systems, and an outreach and communication exercise.

- Developing a comprehensive programme of work;
- Developing the PPMU's capacity for identification, analysis and research on development issues, including gender analysis relevant to The Gambia's development aspirations and the achievement of the SDGs, Agenda 2030 and 2063;
- 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;
- Developing the communication and information systems capacity of the PPMU;
- Supporting the establishment and development of a sufficiently operational Policy Documentation and Information Centre – to be set up within an existing structure;
- Supporting the institutional 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.

Expected Results:

- A comprehensive work programme developed;

- Core staff of the PPMU with the latest developments in all aspects of policy relating to sustainable development models recruited;
- An outreach programme for research, analysis and dissemination of information developed;
- Policy Documentation and Resource Centre established;
- A communications strategy in place.

(iii) PPMU supporting the implementation of key government policy priorities

- Developing individual work programmes for each team members in the PPMU;
- Undertake measures to ensure coherence among the various policies and activities;
- Establishing systems for the monitoring and evaluation of the effectiveness of development policies in the achievement of the country's development and reform goals, the SDGs/Agenda 2030 and the African Agenda 2063;
- Undertaking and commissioning thematic research and analysis, including from external specialists in coordination with Moorea, CBG and HILEC;
- 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;
- 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;
- Promoting policy coherence and synergies through the organization and hosting of roundtables, seminars, workshops, conferences and the Unit's website;
- Disseminating policy relevant research and analysis through the publication of research papers, case studies, books and conference papers.

Expected Results:

- Individual work programmes and work streams developed;
- Business plan for sustainability developed by the end of year 1 as well as resource mobilization for years 2-3.
- Cabinet office supported in ensuring coherent policies are approved and sectors follow up in a timely fashion with strategic plans for implementation;
- Timely monitoring and evaluation of policies and strategies enhanced;
- Series of thematic briefing papers, discussion papers and opinions produced for vice presidency, cabinet office, and other institutions as needed;
- Roundtables, workshops, seminars, conferences convened;

- Regular economic and other updates and newsletters produced and published;
- Research papers, case studies, and conference papers produced.

c) Budget

An estimated total of US \$500,000 is needed to establish and operationalize the Strategy and Policy Unit for a period of one year. Through this project, PBF will contribute a total of \$500,000, while the Government will provide in-kind contributions. Due to the size of the allocation, the project budget will be transferred to the RUNO in a single tranche. Below is the PBF budget for the project – input-based and out-put based versions.

Table 2: Output-Based Budget				
Outcome: 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.				
Expected Outputs	Target	Indicative Activities	Estimated Budget	Responsible Party
PPMU organizational structure with clearly defined tasks and functions established within the Office of the Presidency.	4 th Qtr. 2017	<ul style="list-style-type: none"> Provision of office accommodation for the PPMU; Supporting the acquisition of vehicles, office equipment, computers, printers, photocopiers and furniture; Strengthening the organisational and administrative structure of the Unit, while taking into account gender considerations; Developing a strategic management plan and supporting its implementation, including plans to completely handover to government within 18 months. 	In Kind USD 160,000	Policy Planning and Management Unit.
A well-supported PPMU with strengthened technical, institutional and operational capacity to oversee a comprehensive government	4 th Qtrs. 2017; and 1 st , 2 nd and 3 rd Qtrs. 2018.	<ul style="list-style-type: none"> Developing a comprehensive programme; developing the PPMU's capacity for identification, analysis and research on development issues (including gender, geographic and ethnic disparities, etc) relevant to The Gambia's development aspirations, the SDGs and Agenda 2030 and 2063. 	In Kind USD 200,000	Strategy and Policy Unit

Table 2: Output-Based Budget

Outcome:				
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.				
Expected Outputs	Target	Indicative Activities	Estimated Budget	Responsible Party
policy work programme, management information systems, and an outreach and communication exercise..		<ul style="list-style-type: none"> 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; 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; Supporting the institutional 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. 		
PPMU supporting the implementation of key government policy priorities	4 th , Qtrs. 2017; and 1 st 2 nd and 3 rd Qtrs. 2018	<ul style="list-style-type: none"> Developing individual work programmes for each team members in the PPMU; Undertake measures to ensure coherence among the various policies and activities; 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; Undertaking and commissioning thematic research and analysis (including gender), including from 	In Kind USD 140,000	Strategy and Policy Unit

Table 2: Output-Based Budget

Outcome:				
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.				
Expected Outputs	Target	Indicative Activities	Estimated Budget	Responsible Party
		<p>external specialists in coordination with Moorea, CBG and HILEC;</p> <ul style="list-style-type: none"> • 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; • 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; • Promoting policy coherence and synergies through the organization and hosting of roundtables, seminars, workshops, conferences and the Unit website; • Disseminating policy relevant research and analysis through research papers, case studies, books and conference papers. 		

Table 3: Project budget by UN categories

CATEGORIES	Amount Recipient Agency UNDP
	TOTAL (\$)
1. Staff and other personnel	390,000
2. Supplies, Commodities, Materials	25,000
3. Equipment, and Furniture (including Depreciation)	23,000
4. Contractual services	
5. Travel	25,000
6. Transfers and Grants to Counterparts	48,000
7. General Operating and other Direct Costs	24,290
Sub Total Project Costs	467,290
8. Indirect Support Costs*	32,710
TOTAL	500,000

IV. Management and Institutional Arrangements:

a) Institutional Structures

The PPMU will be managed by an Economic and Social Policy Adviser with the mandate to ensure the effective day to day implementation of the activities of the approved workplan of the Unit. He/she will work under the direct supervision of the Vice President and act as a principal adviser to the Vice Presidency on all relevant policy issues brought to her attention. He/she will also work in close collaboration with the National Think Tank for effective policy coordination, knowledge sharing and management of policy and development issues as well as to achieve national ownership and for sustainability of programme activities. He/she will have a matrix reporting responsibility to the UNDP Deputy Resident Representative in consultation with the Vice President and will provide monthly reports to the UNDP through the office of the Vice President during the project phase.

The Permanent Secretary for Policy, Office of the Vice President will be responsible for all administrative matters related to the PPMU. The Senior Adviser will deal with all matters of technical nature related to policy development. In this context, the Vice President will approve the work programme of the Unit, through the Permanent Secretary, and may assign any other tasks to the Unit as she deems fit.

The PPMU will work closely with the Cabinet Office, when necessary, in collaboration with office of the Vice President, the Ministry of Finance and Economic Affairs (MoFEA), the Central Bank and sector ministries to enhance policy coherence, strengthen policy decision making, coordination, planning and budgeting processes to reduce fragmentation and overlap. The Unit will serve in a technical advisory role to cabinet sub-committees on policies. As part of the strengthening of the policy ecosystem, the Senior Adviser will provide regular briefings to the Vice President, Secretary General, Cabinet Office, and the High Level Economic Committee (HILEC), and the national steering committee of the NDP.

b) Policy Effectiveness and Sustainability:

The management style of the new President emphasizes Results, Coordination and Systems. The results and coordination components will be driven by the PPMU. Hence there needs to be predictable commitment at the highest level to maintain this Unit. This should be operationalized in terms of a legal and policy framework to ensure sustainability in terms of its role, staffing and funding over the longer term. By the end of year 1, based on performance review and testing the efficacy of the proposed structure as well identifying a pathway for the institutional embedding and mainstreaming of the work of the unit, a plan will be developed to ensure:

- Legal and operational framework for the high-level strategy and policy unit;

- Build trust and value added through timely review of unit and consistent engagement
- Plan for staffing – from within civil service and/or PPP model for some functions¹³
- Resource mobilization plan and budget line;

The proposal calls for a gradual withdrawal of donor support to be replaced by allocations from the national budget in line with the above. The duration for this project is one year and funding will be provided for the initial period of 12 months. Thereafter, support will be provided to mobilize additional resources if there is need for an extension. It is envisaged that the costs will subsequently be absorbed by the government as part of the budget to the Vice President's Office.

A major risk envisaged is lack of funding after the donor-funded project winds down and it becomes difficult to retain/recruit high calibre professionals in the PPMU. To mitigate this, as alluded to above, there should be a plan developed from the start, consideration of counterpart arrangements for capacity strengthening involving twinning each of the experts with public service personnel and intensive training and knowledge transfer. Government is expected to provide an annual subvention to the PPMU as commitment to defray operational costs.

c) Monitoring and Evaluation:

Tracking the achievement of planned results for each activity within the annual work plan and reporting progress to the Vice President and UNDP will be the responsibility of the Senior Adviser via an M&E Plan. The Senior Adviser, in collaboration with his team will ensure the development of a results-based monitoring plan. The plan will have gender-sensitive SMART indicators which will facilitate effective monitoring. The Senior Adviser will provide quarterly reports to the Vice President and UNDP, which will be forwarded to the Peace Building Support Office (PBSO) in New York.

The specific mechanisms that will be used to monitor the achievement of results will include:

- Quarterly progress and financial reports, prepared by the Senior Adviser in a standard reporting format that will be agreed upon;
- Annual progress report (technical and financial) prepared by the annual work plan implementing agency and/or the ERP Atlas system at the end of the year;
- At the end of 'Year 1' a Mid-Term Assessment will take place, which will include lessons learned exercise and documenting good practices; this report will be presented to the PBSO for consideration and action.
- Semi-annual meetings of the Project Review Committee will be convened to review progress reports and to ensure the Project results are achieved and where necessary,

¹³ See Malaysia's PEMANDU delivery unit (not for policy)

recommend a change in implementation strategy. The Senior Adviser, through the Vice President, will report to the Resident Coordinator post the semi-annual meeting;

- A final report will be prepared by UNDP, which will include lessons learned and good practices, within 3 months of the end of the Project and submitted for review and consideration by the Project Review Committee and PBSO.

The project will be subjected to an independent evaluation before its closure to be conducted in close coordination with PBSO. A budget of \$10,000 under the General Operating and other Direct Costs of the Budget has been set aside to the evaluation.

d) Risk management:

Project risks are considered minimum but attention will be accorded to the following issues as indicated in Table 5.

Table 5 – Risk Management Matrix:			
Risks to the achievement of PBF outcomes	Likelihood of occurrence (high, medium, low)	Severity of risk impact (high, medium, low)	Mitigating Strategy (and Person/Unit responsible)
1. Political – tensions threatening reforms	Low	Low	Continued information dissemination on the results of the economic reform and performance of the economy to manage expectations and information flow.
2. Public disillusionment towards Government's reforms efforts	Low	Low	Project envisages strong monitoring of socio-economic interventions, proving timely information and sensitization campaign of the populations on achievements and results of the planned reforms. These will help in managing public expectations and effective national consultations/dialogue on development.
3. Inadequate national capacities	Medium	Medium	The twinning of the high level national experts with government counterparts to ensure the strengthening of the capacity of the public service building from early stage of project through transfer of

			expertise. Will consider identification of experts in the diaspora
4. Sustainability – inability to allot budget allocation for PPMU	Medium	Medium	A planning cadre is being established in all sectors with close working the PPMU. Government to allocate funds for partial support to the PPMU in the second year and full funding from the third year.

V. Administrative Arrangements (standardized paragraphs – do not remove)

The UNDP MPTF Office serves as the Administrative Agent (AA) of the PBF and is responsible for the receipt of donor contributions, the transfer of funds to Recipient UN Organizations, the consolidation of narrative and financial reports and the submission of these to the PBSO and the PBF donors. As the Administrative Agent of the PBF, MPTF Office transfers funds to RUNOS based on the signed Memorandum of Understanding between each RUNO and the MPTF Office.

a) Functions:

On behalf of the Participating Organizations, and in accordance with the UNDG-approved “Protocol on the Administrative Agent for Multi Donor Trust Funds and Joint Programmes, and One UN funds” (2008)¹⁴, the MPTF Office as the AA of the PBF will:

- Disburse funds to each of the RUNO in accordance with instructions from the PBSO. The AA will normally make each disbursement within three (3) to five (5) business days after having received instructions from the PBSO along with the relevant Submission form and Project document signed by all participants concerned;
- Consolidate narrative reports and financial statements (Annual and Final), based on submissions provided to the AA by RUNOS and provide the PBF consolidated progress reports to the donors and the PBSO;
- Proceed with the operational and financial closure of the project in the MPTF Office system once the completion is notified by the RUNO (accompanied by the final narrative report, the final certified financial statement and the balance refund);
- Disburse funds to any RUNO for any costs extension that the PBSO may decide in accordance with the PBF rules & regulations.

b). Accountability, Transparency and Reporting of the Recipient United Nations Organizations:

Recipient United Nations Organizations will assume full programmatic and financial accountability for the funds disbursed to them by the Administrative Agency. Such funds

¹⁴ Available at: <http://www.undg.org/docs/9885/Protocol-on-the-role-of-the-AA,-10.30.2008.doc>

will be administered by each RUNO in accordance with its own rules, regulations, directives and procedures.

Each RUNO shall establish a separate ledger account for the receipt and administration of the funds disbursed to it by the Administrative Agency from the PBF account. This separate ledger account shall be administered by each RUNO in accordance with its own regulations, rules, directives and procedures, including those relating to interest. The separate ledger account shall be subject exclusively to the internal and external auditing procedures laid down in the financial regulations, rules, directives and procedures applicable to the RUNO.

Each RUNO will provide the Administrative Agency and the PBSO (for narrative reports only) with:

- Bi-annual progress reports to be provide no later than July 31st;
- Annual narrative progress reports, to be provided no later than three months (31 March) after the end of the calendar year;
- Annual financial statements as of 31 December, with respect to the funds disbursed to it from the PBF, to be provided no later than four months (30 April) after the end of the calendar year;
- Final narrative reports, after the completion of the activities in the approved programmatic document, to be provided no later than four months (30 April) of the year following the completion of the activities. The final report will give a summary of results and achievements compared to the goals and objectives of the PBF; and
- Certified final financial statements after the completion of the activities in the approved programmatic document, to be provided no later than six months (30 June) of the year following the completion of the activities.
- Unspent Balance at the closure of the project would have to been refunded and a notification sent to the MPTF Office, no later than six months (30 June) of the year following the completion of the activities.

c). Ownership of Equipment, Supplies and Other Property:

Ownership of equipment, supplies and other property financed from the PBF shall vest in the RUNO undertaking the activities. Matters relating to the transfer of ownership by the

d). Public Disclosure:

The PBSO and Administrative Agent will ensure that operations of the PBF are publicly disclosed on the PBF website (<http://unpbf.org>) and the Administrative Agent's website (<http://mptf.undp.org>).

Annex A: Project Summary (to be submitted as a word document to MPTF-Office)



PEACEBUILDING FUND

PROJECT SUMMARY

Project Number & Title:	PBF/..... Support to establish a Policy Planning & Management Unit (PPMU) in the Office of the Vice President	
Recipient UN Organization:	UNDP	
Implementing Partner(s):	Government of The Gambia: Vice Presidency,	
Location:	Banjul, The Gambia	
Approved Project Budget:	USD 500,000	
Duration:	Planned Start Date: October, 2017	Planned Completion: September, 2018
Project Description:	The project supports the Government of The Gambia to strengthen capacity for gender-sensitive policy formulation, coordination and monitoring through the establishment and strengthening of a Policy Planning and Management Unit in the Office of the Vice President. The Unit will function as a technical operational arm of the Presidency on matters of strategic and policy nature in support of the operations of government Ministries and Development Agencies, and will report directly to the Vice President. A key objective of this support is to ensure coherence in strategic policies, support a coordinated approach across the Gambian government on a range of economic and social development policies aimed at addressing key challenges facing the country.	
PBF Focus Area:	Priority Areas 4: Re-establish essential administrative services (Priority Area 4) - Strengthening of essential national state capacity (4.1);	

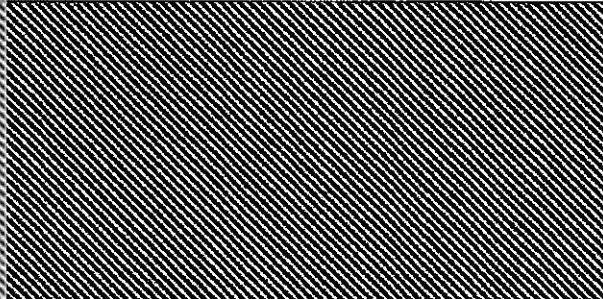
Project Outcome:	<p>Outcome statement:</p> <p>Government policies and strategies with greater coherence and based on in-depth analysis and research that is essential to effectively guide and oversee the implementation of political and development reforms in The Gambia.</p> <p>A Policy Planning and Management Unit set up in the Office of the Vice President to:</p> <ul style="list-style-type: none"> (i) Coordinate the policy development process across government and lead on the incubation of strategic policies; (ii) Provide strategic research, analysis and advice on a range of development issues to inform policy development and review processes; (iii) Coordinate Lead key change initiatives such as Civil Service Reform to strengthen the focus of human capital for policy development and implementation.
Key Project Activities:	<p>Output 1: PPMU organizational structure with clearly defined tasks and functions established within the Office of the Presidency.</p> <p>Activities:</p> <ul style="list-style-type: none"> • Provision of office accommodation for the PPMU; • Supporting the acquisition of vehicles, office equipment, computers, printers, photocopiers and furniture; • Strengthening the organisational and administrative structure of the Unit, taking into account gender considerations; • Developing a strategic management plan and supporting its implementation. • Developing a business plan for continuity and sustainability, including plan to completely hand-over to government within 18 months. <p>Output 2: A well-supported PPMU with strengthened technical, institutional and operational capacity to oversee a comprehensive government policy work programme, management information systems, and an outreach and communication exercise.</p> <p>Activities:</p> <ul style="list-style-type: none"> • Developing a comprehensive programme of work; • Developing the PPMU's capacity for identification, analysis and research on development issues relevant to The Gambia's development aspirations, the SDGs/Agenda 2030 and the African Agenda 2063. • 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;

- Developing the communication and information systems capacity of the PPMU;
- Supporting the establishment and development of a sufficiently operational Policy Documentation and Information Centre – to be set up within an existing structure;
- Supporting the institutional linkages between the PPMU, the Ministry of Finance and Economic Affairs, the Central Bank, other relevant MDAs and other key stakeholders on economic and other policy analysis and research in the country, the region and worldwide.

Output 3: PPMU supporting the implementation of key government policy priorities

Activities:

- Developing individual work programmes for each team members in the PPMU;
- Undertake measures to ensure coherence among the various policies and activities;
- Establishing systems for the monitoring and evaluation of the effectiveness of development policies in the achievement of the country's development and reform goals, the SDGs/Agenda 2030 and the African Agenda 2063;
- Undertaking and commissioning thematic research and analysis, including from external specialists in coordination with Moorea, CBG and HILEC;
- 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;
- 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;
- Promoting policy coherence and synergy through the organization and hosting of roundtables, seminars, workshops, conferences and the Unit's website;
- Disseminating policy relevant research and analysis through the publication of research papers, case studies, books and conference papers.

Country name: The Gambia						
Project Effective Dates: October 2017						
PBF Focus Area: 4.1 Re-establish essential administrative services - Strengthening of essential national state capacity;						
IRF Theory of Change:						
<p>IF the Office of the Vice President and the Policy Planning and Management Unit (PPMU) are provided with the appropriate capacity, policy research capabilities and resources to perform the function of government Think-Tank on political and economic reforms to support the political transition in The Gambia, and</p> <p>IF the such an entity has the right authority and position to coordinate and guide the rest of Government Ministries and Departments on policy reforms,</p> <p>THEN the Government will be better placed to articulate consistent and coherent policies and strategies on its political and development reforms that are effectively coordinated to respond to public needs and that can be executed with proper delegation of responsibility and accountability.</p>						
Outcomes	Outputs	Indicators	Means of Verification	Year 1	Year 2	Milestones
<p>Outcome 1:</p> <p>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.</p>		<p>Outcome Indicator 1</p> <p>Policy papers with clear government positions and strategy</p> <p><u>Baseline:</u></p> <ul style="list-style-type: none"> - Less government-wide coherence and consistency in messaging in various government policies on key priorities (SSR, TI, development, humanitarian HR, etc.) 	<p># of policy papers produced that respond to national priority needs</p> <p>PPMU organization structure with filled posts, that include female candidates</p> <p>Government and public perception of improved</p>	x	x	tbd
		<p>-Absence of PPMU to serve as the Think-Tank of the Presidency on key political and development reforms</p> <p><u>Target:</u></p>				tbd

Unite Mail Post-migration Checklist



unite mail

Congratulations! You've been migrated to Unite Mail.

Review and complete this post-migration checklist to make sure everything is working properly. Up to 180* days of email, all calendar entries, folders, and contacts should have been migrated.

Information	Yes	No, confirm issue
Has your Office application (Word, Excel, PowerPoint) been upgraded from 2010 to 2013?		
Can you log into Outlook through the Outlook icon installed on your desktop?		
Can you log into Outlook online through a browser (https://unite.un.org/mail)?		
Have up to 180 days of emails been migrated?		
Have your folders been migrated?		
Are you able to receive emails?		
Are you able to send emails?		
Have all your calendar entries migrated?		
Are you able to create calendar entries and invite others to meetings?		
Are you able to grant calendar access to others (if needed)?		
Are you able to add other calendars (if needed)?		
Have you set your default signatures?		
Have you set up your mail rules?		
Are you able to configure your mobile device to access Outlook?		
Are you able to set up your out-of-office message and is it working properly?		
Are you able to access your contacts?		
Are you able to add new contacts to your address book?		
Have you updated external partners and updated your signature and profile in key applications (i.e. Inspira, Inspira Global, Directory, etc.) to reflect your new Unite.org email address?		

*90-180 days depending on local policy for archiving and retention.

If you discover any issue, please submit your checklist to:

1. your local focal point or
2. the Unite Mail migration project team at O365UNMigration@un.org

United Nations | Office of Information and Communications Technology
O365UNMigration@un.org | unite.un.org/office365



The detailed descriptions of the Revised Harmonized Expense Categories as per the F&BN WG paper that form part of the approved decision are listed below:

Staff and other personnel costs: Includes all related staff and temporary staff costs including base salary, post adjustment and all staff entitlements.

Supplies, Commodities, Materials: Includes all direct and indirect costs (e.g. freight, transport, delivery, distribution) associated with procurement of supplies, commodities and materials. Office supplies should be reported as "General Operating".

Equipment, Vehicles and Furniture including Depreciation: For those reporting assets on UNSAS or modified UNSAS basis (i.e. expense up front) this would relate to all costs to put asset into service. For those who do donor reports according to IPSAS this would equal depreciation for period.

Contractual Services: Services contracted by an organization which follow the normal procurement processes. In IPSAS terminology this would be similar to exchange transactions. This could include contracts given to NGOs if they are more similar to procurement of services than a grant transfer.

Travel: Includes staff and non-staff travel paid for by the organization directly related to a project.

Transfers and Grants to Counterparts: Includes transfers to national counterparts and any other transfers given to an implementing partner (e.g. NGO) which is not similar to a commercial service contract as per above. In IPSAS terms this would be more similar to non-exchange transactions.

General Operating and Other Direct Costs: Includes all general operating costs for running an office. Examples include telecommunication, rents, finance charges and other costs which cannot be mapped to other expense categories.

Indirect Support Costs: (No definition provided)

Based on the above decisions, the MPFTF Office updated the specifications of UNEX to enable UN Agencies to report 2012 expenditure in the new 8 approved categories.

PBE PROJECT BUDGET				
CATEGORIES	Amount for each Recipient Organization			TOTAL
	Tranche 1 35%	Tranche 2 35%	Tranche 3 30%	
1. Staff and other personnel	62400.73	62400.73	20906.34	145,707.46
Program manager	xxx	xx	xx	
M& E associate	xxx	xx	xx	
Admin, Support	xxx	xx	xx	
2. Supplies, Commodities, Materials	696	655.7	221.3	1,573.00
Office supplies				
3. Equipment, Vehicles, and Furniture (including Depreciation)	5410	710	0	6,120.00
Vehicle				
Computer & printer				
4. Contractual services	13,242.00	13,242.00	3012.2	29,494.00
Training consultant				
Risk management consultant				
Audit & financial certification				
5. Travel	30,112.00	30,112.00	10,643.00	70,867.00
Study tour (Group 1)				
Skills training abroad				
6. Transfers and Grants to Counterparts	0	0	0	0
7. General Operating and other Direct Costs	60,837.00	60,837.00	49,002	170,676.00
CSO 1				
CSO 2				
Sub-Total Project Costs				
8. Indirect Support Costs*	11,870.00	11,870.00	5,969	29,710.00
TOTAL	\$184,567.73	\$179,827.43	\$89,753.34	\$454,148.50

Outcome 1: Increased youth participation in peacebuilding and reconciliation efforts including youth involvement in local governance and national decision-making processes, with a particular focus on issues of urban governance and urban policy.						
Outcome/ Output number	Output name	Output budget by RO		Amount allocated to Gender Equality and Women's Empowerment	UN budget category (see table below for list of categories)	Any remarks (e.g. on types of inputs provided or budget justification)
		Organization	(Amount \$)			
Output 1.1	Improved capacities of young people to become agents of peacebuilding and security	UN Habitat	xxx	yyyyy	Personnel: \$.....	
		UNFPA	xxx	yyyyy	Supplies: \$.....	
		Y-Peer	xxx	yyyyy	Contractual : \$.....	
		Jubaland Youth	xxx	yyyyy	Travel: \$.....	
					Direct Costs: \$.....	
Output 1.2	0	UN Habitat	xxx	yyyyy	Personnel: \$.....	
		UNFPA	xxx	yyyyy	Supplies: \$.....	
		Y-Peer	xxx	yyyyy	Contractual : \$.....	
		Jubaland Youth	xxx	yyyyy	Travel: \$.....	
					Direct Costs: \$.....	

