

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



PBF PROJECT PROGRESS REPORT

COUNTRY: Gambia

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

DATE OF REPORT: November 2018

Project Title: Support to establish a strategic Policy Planning and Management Unit in the Office of the Vice President
Project Number from MPTF-O Gateway: 00105727

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|---|---|
| PBF project modality: <input checked="" type="checkbox"/> IRF <input type="checkbox"/> PRF | If funding is disbursed into a national or regional trust fund: <input type="checkbox"/> Country Trust Fund <input type="checkbox"/> Regional Trust Fund Name of Recipient Fund: |
|---|---|

List all direct project recipient organizations (starting with Convening Agency), followed type of organization (UN, CSO etc):
 UNDP, Office of the President, Office of the Vice President
List additional implementing partners, Governmental and non-Governmental:

Project commencement date¹: January 25, 2018
Project duration in months:² 15 months

Does the project fall under one of the specific PBF priority windows below:
☐ Gender promotion initiative
☐ Youth promotion initiative
☐ Transition from UN or regional peacekeeping or special political missions
☐ Cross-border or regional project

Total PBF approved project budget* (by recipient organization):

UNDP: \$ 500,000
 : \$
 : \$
 : \$

Total: USD 500,000

**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*

How many tranches have been received so far: Fully received

Report preparation:

Project report prepared by: Sering Falu Njie

Project report approved by: Serafine Wakana

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:

¹ Note: commencement date will be the date of first funds transfer.

² 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 finally got underway in September 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 for the senior advisory positions to be filled and UNDP is working with government on the recruitment process. 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 organized a successful donor roundtable in Brussels in May this year; 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 has become even more relevant to the Gambian context as it is providing 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 manager is part of the coordination mechanism set up by the Ministry of Finance to follow up on the pledges. The project personnel are also supporting the ministry of finance to finalise the M & E framework for the NDP and working with consultants to help sectors develop bankable projects as well as develop a risk management framework for the NDP. The project is also helping to ensure that the needed coordination structures and processes are in place by helping set up the governance structure for implementation of the national development plan through the setting up of a multi-stakeholder platform to facilitate coordination of implementation; ie. ensuring relevant ministries, agencies and other stakeholders that need to be collaborating and coordinating are doing.

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. It also is helping the Presidency to institutionalise a delivery unit that will set up performance targets and monitor performance of sectors through a Presidential dash board. This provides a radical break from over 22 years of centralised and authoritarian system of policy formulation and programme implementation. 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. The management framework developed for the Policy Planning Unit have resulted in enhanced clarity of the role of the Presidency and in particular the Policy Planning and Management Unit (PPMU) in ensuring policy coherence and enhancing coordination of the policy process and the implementation of programmes.

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):
Though the project is still at the very nascent stages, stakeholders are beginning to see its value. As stated by the head of the NGO coordination Unit during the finalisation of the M & E framework for the national Development Plan; "This is the most useful workshop that i have seen government organise for a long time as all stakeholders were involved and government listened and acted on their concerns".

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).

Initial challenges facing this project regarding its location have been overcome. However the frequent turn over of Secretary Generals (three so far since discussions on the project started) is a major challenge as each Secretary General comes with his own ideas on the functions and mandate of the entity that government is to establish with the Presidency. Now there is finally a structure agreed upon and government has started the process of redeploying civil servants from other departments into the unit. Finding civil servants with the right capacity and experience is a challenge and so far only 2 of the 8 staff envisaged have been redeployed to the unit.

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):

The project is off track in terms of timing. Actual project work started in September and staff are still being recruited. Therefore it will be necessary to extend the project (at no cost) beyond its completion date to allow for implementation of all the activities planned.

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 Policy Advisors

PPMU Management framework

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, The Head of Unit has been recruited and Terms of Reference for the policy advisers have been developed. The initial task of the National Policy Advisor has been 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

| | |
|---|--|
| <u>National ownership:</u> How has the national government demonstrated ownership/ commitment to the project results and activities? Give specific examples. (1500 character limit) | The national government has demonstrated ownership by providing the needed space for the functioning of the Policy Planning and Management Unit (PPMU), redeployed 2 staff from other government departments to the unit and commitment to absorb unit cost first year PBO catalytic support. |
| <u>Monitoring:</u> 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. |
| <u>Evaluation:</u> 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 |
| <u>Catalytic effects (financial):</u> 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 |
| <u>Catalytic effects (non-financial):</u> 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 helping with the structuring of the delivery unit within the PPMU in particular. The TBI has deployed 2 international staff to support the Office of the President on setting up of the delivery unit and are working in concert with the PPMU structure to ensure transfer of knowledge and expertise. |
| <u>Exit strategy/ sustainability:</u> 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. The structure of the new unit is reflected in the 2019 budget and after the 12 month duration of this project it is envisaged that the costs of the advisory staff provided by the project will be absorbed by the government as part of the budget to the revamped Policy Advisory Unit. |
| <u>Risk taking:</u> 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 recruited a national from the Diaspora who returned home to contribute to post-transition Gambia. The same strategy will be pursued for the advisors. These potential candidates are largely driven by factors other than remuneration. Additionally by embedding the project within an already existing |

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| | government structure which is already resourced (albeit not well resources); provides a much greater probability of ensuring continued resource flow to the structure thus strengthening sustainability. An additional risks that has emerged is the frequent change of the Secretary-General which has the tendency of setting back project implementation which may impact the progress is establishing and operationalising the unit. |
| Gender equality: 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> | The project provides for ensuring that at least 40% of the staffing of the unit is gender reflective and that the work programme |
| Other: 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> | |

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) |
|---|---|---|--|---|--|-------------------------------|
| Outcome 1 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 | No staff and/or advisory services are provided | Full team of staff and experts operational October 2017 | recruitment of senior adviser done and recruitment of the other staff in progress for key team members | turn over of Secretary Generals (SG) caused delays in start of implementation as each new SG wanted time to review and do things his own way |
| | Indicator 1.1.2 | | | | | Target date to be adjusted to December 2018 |
| Output 1.2 A well-supported PPMU with strengthened | Indicator 1.2.1 PPMU Workplan with government policy priorities | Baseline: Workplan for september to December developed | Target: Functional PPMU | only the policy mapping is being undertaken with support of sectors as the required | Sectors supporting the initial phase of the policy mapping | December 2018 |

| 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. | | | staff are not yet in place | | |
| | Indicator 1.2.2 Outreach and Communication Strategy established | Baseline: No consistent messaging and outreach/communication strategy | Target: # of Communications on briefs on government policies shared with the public | core team of PPMU not yet in place | |
| Output 1.3 Key government policy priorities considered for | Indicator 1.3.1 Staff individual work programmes identified | Baseline: Absence of staff work programmes | no action | subject to recruitment of core team of PPMU | |
| | Indicator 1.3.2 | Based line: | 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) |
|------------------------|---|--|--|-----------------------------------|---|--------------------------------------|
| 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 | |
| Outcome 2 | 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 | | | | | |

| | Performance Indicators | Indicator Baseline | End of project Indicator Target | Current indicator progress | Reasons for Variance/ Delay (if any) | Adjustment of target (if any) |
|------------|------------------------|--------------------|---------------------------------|----------------------------|--------------------------------------|-------------------------------|
| | 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 delays in recruitment of staff. So far a project vehicle and project equipment have been procured.

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.

OFFICE OF THE PRESIDENT

STRATEGIC POLICY UNIT (SPU)

STRATEGIC MANAGEMENT FRAMEWORK

1. Situational Analysis

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

A Policy Analysis Unit (PAU) located at the Office of the President is supposed to provide policy advisory support to the President through the Office of the Secretary General and Head of the Civil Service. Also, PAU has the responsibility to sustainably guide overall policy formulation, coordination and implementation but 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. Insights from this assessment and learning 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.
- Strategic positioning and being effectively linked with key entities such as the cabinet office and cabinet sub-committees 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);
- A body that can provide oversight of the policy development continuum and be well integrated in the process so that the value added/demand for its services is not in 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;

Some of the existing gaps in the Policy development continuum are:

- Policies sometimes are developed without in-depth and socio economic analysis, identification of gaps, and lack synergies but submitted for approval without consultation or peer review;
- Policy coordination is lacking and drafts are sometimes submitted for approval with overlaps in content, function and implementation arrangements;
- Statutory approval processes face challenges; some policies have remained in draft stage for extended periods of time;
- No process/entity exist 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 uniformed decision making, poor coordination and limited knowledge sharing;
- No systematic framework is in place for periodic review and timely updating of policies; previously significant political interference was a major issue and still remain an issue;
- Culture of information sharing, evidence based research and collaboration for coherent and effective policies is absent.

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 and strategically placed entity in place to ensure momentum on the reform and policy efforts as well as 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.

Moving forward, the capacities of many different players across the ecosystem regarding the policy development process, (formulation, approval, strategy development, review and revision), need to be strengthened. Principally, technical support to cabinet sub-committees on policy review needs to be enhanced as currently there is limited quality assurance at the technical level, as well as the need to strengthen technical advisory support to the Office of the President 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 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 of their

respective sectoral policies and programmes thus overall coordination to ensure coherence and synergy is lacking.

2. Purpose and Objectives:

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 and 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 national development policies.

Purpose:

Development policy coordination has imperative relevance to the national development drive of the Government of the Third Republic given that improvement of the livelihood of citizens constitutes one of the key pillars of Government's development agenda. Imperatively therefore, national policy coordination should take centre stage to ensure policy coherence, coordination of implementation as well as adequate follow up of implementation. This warrants adequate oversight at a level higher than the sectors because supervision to ensure policy coherence, coordination and monitoring of implementation is to be applied to all sectors.

Furthermore, given the engagements of the Government of The Gambia with the development partners and the need to ensure that policy formulation at sector level is in line with national development priorities, the functions of this entity much also include coordination of the development cooperation drive of Government. A large portion of programmes in the national development programme are donor funded hence the need for good and adequate monitoring and evaluation mechanisms at the highest level of government which warrants the existence of a single entity mandated to coordinate and follow up of development cooperation as a 'one stop shop' for development partners especially in terms of assessment, auditing and evaluation of assistance programmes.

Therefore the purpose of having this entity in place at the Office of the President is to ensure the existence of an effective public policy planning and management system that coordinates and guides the rest of government. The mandate of the new entity will include having in place regulatory mechanisms for government regarding formulation, implementation and review of the implementation of sectoral policies and a priori, ensuring that sectors adhere to guidelines and frameworks to ensure adequate utilisation of limited resources, as well as recommending streamlining and adjustments of policies as implementation progresses.

Objectives

Specifically the Strategic Policy Unit (SPU) will:

1. Provide strategic policy advisory services for the Presidency, including providing well-articulated policy alternatives or scenarios on key issues that ensure coherence between the President's Political Vision and its implementation.
2. Provide high level oversight for the management of the policy development continuum and the functioning of an effective policy development and implementation eco-system.
3. Facilitate collaboration on development and implementation of policies on cross-sectoral or sector-wide issues through task forces, solution teams, calling upon national and international specialized technical advice, and engaging with high level steering committees etc.;
4. Track progress in implementation of policies in line with policy objectives and ensure timely review and updating of policies and strategies.
5. Promote a culture of information sharing, knowledge development and management through collaboration in policy development to avoid silos and overlaps and ensure that policy and strategy documents are easily accessible;
6. Ensure strengthened policy development and monitoring capabilities (not just planning and implementation) in the sectors/MDAs and decentralized planning entities;
7. ensure systematic building of a National Citizen Charter through stakeholder engagement in policy processes; formulation, Implementation and review processes undertaken by Ministries, Departments and Agencies (MDAs) as well as through organization of policy dialogues and development forums

3. Strategies and Outcomes

The strategy is to have a strengthened Policy Unit; which will subsume the existing Policy Analysis Unit (PAU), as well as enhance coordination and strategic direction of policy development activities at the Office of the President. The functioning of the unit will be vital for mobilization and coordination of cross-ministry and cross-sector issues, ensure policy synergy and coherence, as well as effective policy implementation and impact, particularly when relevant economic and development policies are outside the direct domain of individual ministries or cut across ministries/institutions.

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 SPU will strengthen national policy capacity and enhance effective monitoring of programme delivery to realise the objectives of the National Development Plan (NDP) through strategic reforms within the Office of the President. The SPU in collaboration with government Ministries, and Development Agencies will ensure policy

relevance, coherence and impact across sectors so as to address key challenges of The Gambia, notably, poverty, inequalities and social exclusion. These will take into account the Government's commitments to the Social Development Goals ((SDGS) 2030 and Africa Agenda 2063.

The Unit will have 3 strategic focus areas as outlined below:

1. Policy Advisory Support, Coordination And Oversight Of Policy Development:

Activities to be undertaken will include the following

- 1.1.Commission in-depth analysis of policies to provide the Presidency with well-articulated policy alternatives on key issues to ensure sound and informed basis for making executive decisions;
- 1.2.Technical advisory support to the President to effectively support him in leading cabinet discussions and to cabinet sub-committees on policy review and pre-approval
- 1.3.Setup and or operationalise SoPs and ensure timely oversight and coordination across the policy development continuum including substantive and administrative compliance with SoPs;
- 1.4.Improve the government's capacity to address strategic, cross-cutting issues through promoting cross-sectoral analysis, coordinated technical reviews of policy development and coordinated approaches to policy development and approval;
- 1.5.Undertake Policy mapping and establish a central repository of policies and strategies as well as information sharing mechanisms to ensure timely sharing of policies, review and updating of policies as well as public access; development of dash board for monitoring of policy implementation and a portal for citizens to track progress of flagship projects/policies/strategies;
- 1.6.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;
- 1.7.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 in order 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.
- 1.8.Undertake study tours to African and non-African countries with best practices in policy planning and management practices, notably, Rwanda, Uganda, Singapore etc

2. Oversight Of Implementation, Policy & Programme Delivery And Performance Management:

Activities to be undertaken will include the following

- 2.1.Undertake annual sector reviews and assessments to ensure coherence between the country's development aspiration; the NDP and how it is implemented at sector level.
- 2.2.Establish and operationalise Standards of Practice (SoPs) in all MDAs and develop performance criteria to assess them and undertake regular performance assessments
- 2.3.Build synergies between the Office of the President and the Directorate of Development Planning (DDP) to ensure that the Presidency and Cabinet are involved at a strategic level in the formulation of NDP priorities and tracking of progress of implementation in a timely fashion.
- 2.4.Engage MDAs to undertake sector policy reviews to identify gaps in policy implementation and/or blockages in delivery of priority policies and strategies.
- 2.5.Track progress of implementation and assess quality of delivery of programmes across government on flagship and related priorities in national development plans through the initiation and operationalization of a dash board;
- 2.6.Improve the effectiveness of policies in achieving the government's desired objectives through effective monitoring systems and assessments including participatory citizen feedback mechanisms;
- 2.7. Provide regular policy briefs to the President and Cabinet based on outcomes of sector policy reviews and performance assessments, and advise on relevant lessons learned and best practices for future policy-making processes;

3. Overall Coordination of Development Cooperation

Activities to be undertaken will include the following

- 3.1. Develop an overarching policy on development cooperation
- 3.2.Work closely with the Ministry of Finance and Economic Affairs and relevant entities to follow up on Pledges on the NDP, and coordinate development of bankable project proposals by respective sectors
- 3.3. Work closely with the Ministry of Finance and Economic Affairs to create and operationalise a data base of development financing needs, and undertake advocacy for resource mobilisation for development financing.

- 3.4. Constantly monitor areas with financing deficits to direct development and potential partners and investors to priority areas for development financing
- 3.5. Coordinate review and evaluation of development cooperation and guide policy formulation in response to outcomes and recommendations of reviews
- 3.6. Initiate research and studies on innovative financing mechanisms including Public Private partnerships (PPPs) and based on the outcomes, advocate for and pilot innovative financing in some sectors
- 3.7. Conduct Annual Development Cooperation Forum (DCF) with development partners to review progress in development cooperation across sectors and projects, discuss challenges in implementation as well as recommend future financing needs.

4. Strategic Position and Functions

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

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

The unit will be positioned well not only with the Office of the President and MDAs but also with cabinet sub-committees and parliament across the policy continuum with the creation of a Cabinet Sub-Committee on Policies in the same way as the Cabinet Sub-Committee on Bills was created. The unit will be represented on the Committee in a Technical Advisory capacity with view to enhancing quality of technical review and the expeditious processing of draft policies.

To support coordinated and harmonized processes and strategic decision-making at the highest levels, the SPU will need to:

- Be strategically positioned within the Office of the President to link with and support the overall functioning of the Office.
- Have the mandate and authority to perform the duties and responsibilities envisaged with political support at the highest level
- Have the required institutional capacity as well as adequate levels of remuneration and motivation for staff continuity and retention

Monitoring and Evaluation – Results Framework

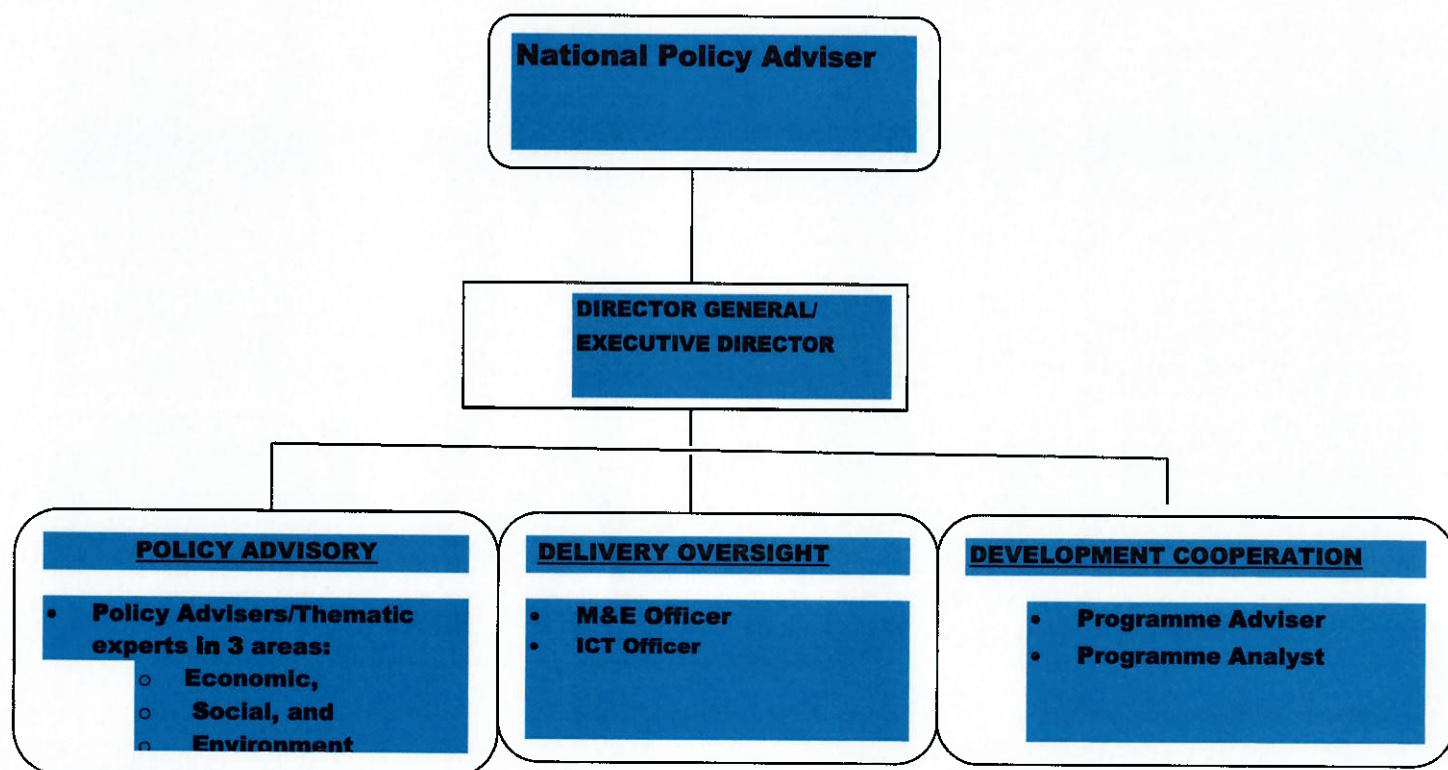
| Strategy | Main Activities | Indicators | Means of Verification |
|---|--|--|-----------------------|
| Policy Advisory Support, Coordination And Oversight Of Policy Development | Policy Mapping | <ul style="list-style-type: none"> • Mapping of policies done, stages of policy processes documented • Gaps in the Policy process well documented | |
| | Establish Policy Repository | <ul style="list-style-type: none"> • Comprehensive repository of policies in place; on/offline | |
| | In-depth analysis of existing policies | <ul style="list-style-type: none"> • Analysis of policies under taken; sectoral & cross sectoral • New policy priorities identified & addressed | |
| | Policy briefs for President & Cabinet | <ul style="list-style-type: none"> • President's briefs prepared & submitted • Cabinet Briefs prepared & submitted • President and Cabinet recommendations acted upon | |
| | Develop & operationalise Sector SOPs | <ul style="list-style-type: none"> • Sector SOPs developed and agreed upon • Sector performance monitoring undertaken • Sector reforms carried out | |
| | Sector Policy Reviews | <ul style="list-style-type: none"> • Sector policy reviews undertaken • Policy reforms undertaken | |
| | Policy capacity building training | <ul style="list-style-type: none"> • Policy capacity training undertaken • Sector policy support provided | |
| | Develop & Operationalise Monitoring Dash Board | <ul style="list-style-type: none"> • Dash board developed • Sector performance analyzed and shared • Management actions taken | |
| | Engage Academic & research Institutions | <ul style="list-style-type: none"> • Policy review & research undertaken • Policy analysis and briefs prepared • Policy forums conducted | |
| | Strengthening of sector policy capacity | <ul style="list-style-type: none"> • Policy function integrated into planning functions • Policy advise & support provided to sectors to undertake policy work • Best practices documented and utilized | |
| | Study tours | <ul style="list-style-type: none"> • Study tours undertaken • Lessons learnt & best practices integrated into national policy process | |

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| Oversight of Policy & Implementation & Delivery Performance Management | Undertake annual sector reviews and assessments | <ul style="list-style-type: none"> Develop methodology for Annual sector reviews & reports Carry out annual sector reviews | |
| | Establish & operationalise Standards of Practice (SoPs) in all MDAs | <ul style="list-style-type: none"> Develop SOPs; criteria, indicators, assessment methodology etc. Carry out Sector Performance Assessments & annual sector reviews | |
| | Involve Presidency and Cabinet in the formulation of NDP priorities & tracking of progress of implementation | <ul style="list-style-type: none"> Prepare quarterly policy briefs on NDP implementation for President and Cabinet | |
| | Initiate & operationalize dash board | <ul style="list-style-type: none"> Develop dashboard Analyse/collate outputs and prepare reports & briefs | |
| Overall Coordination of Development Cooperation | Initiate citizen feedback mechanisms | <ul style="list-style-type: none"> Develop citizen feedback mechanism with CSOs Gather and collate citizen feedback Collate/Analyse citizen feedback Organise citizen-state engagement forums | |
| | Develop an overarching policy on development cooperation | <ul style="list-style-type: none"> Review existing policies on development cooperation & develop and overarching policy with clear functions and responsibilities for OP, MOFEA and MFA Coordinate implementation of new Development cooperation policy | |
| | Follow up on Pledges on the NDP, & coordinate development of bankable project proposals by respective sectors | <ul style="list-style-type: none"> Co-convene with MOFEA regular meeting of steering committee Conduct follow up visits/meeting with partners Outreach & advocacy with new & and potential partners | |
| | Develop data base of development financing needs, & coordinate | <ul style="list-style-type: none"> Develop a database on development financing; needs, commitments, gaps etc. based on the NDP Develop advocacy mechanisms and materials for | |

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| | advocacy to mobilise resource. | resource mobilisation <ul style="list-style-type: none"> • Coordinate resource mobilization efforts | |
| | Constantly monitor areas with financing deficits | <ul style="list-style-type: none"> • Produce quarterly development financing reports • direct development partners & investors to priority areas for development financing | |
| | Coordinate review and evaluation of development cooperation and guide policy formulation in response to outcomes and recommendations of reviews | <ul style="list-style-type: none"> • Conduct annual review of development financing • Provide quarterly policy briefs on development financing | |
| | Initiate research and studies on innovative financing mechanisms | <ul style="list-style-type: none"> • Undertake research on Innovative financing including Public Private Partnerships (PPPs) • Undertake Innovative Financing pilots in some sectors | |
| | Conduct Annual Development Cooperation Forum (DCF) | <ul style="list-style-type: none"> • Convene Annual DCF for the Gambia • Produce report on progress, challenges and recommendations & share conference report • Provide Policy briefs to President and Cabinet | |

4. Structure Of The Strategic Policy Unit (SPU)

The Strategic Policy Unit (SPU) will be structured as follows: The structure will be financed by the UNDP support for the first year after which government will take over financing.



TERMS OF REFERENCE OF ENVIRONMENTAL ADVISOR

- Support the Senior policy advisor in the preparation and supervision of public sector projects focusing on its impact on the environment.
- Support the project in the development of environmental safeguard reviews of proposed operations as part of the policy compliance assurance process (Environmental and Social Strategy preparation, due diligence preparation, Environmental and Social Management Report preparation, and project supervision) and its documentation;
- Support the Pau and the Government in general in the development and management of research and training programs;
- Support in tracking and reporting project data, and the development of a comprehensive M&E framework to track progress and challenges and develop action plans to effectively implement projects
- Prepare and support the PAU staff in helping build capacity in the preparation of key documents including aide memoires, technical cooperation proposals and other environmental assessment and management activities related to the project
- Develop training modules related to environmental issues at local and national level
- Plans and develops documents and publications related to the capacity building, awareness creation, communications and outreach activities.
- Perform any other duties as required

PPM Project work plan September – December 2018

[illegible]

[illegible]

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Terms of Reference Economic Advisor

- Support and assist and advise the Senior Policy Advisor on a broad range of issues
- Lead and facilitate arrangement and results related to various national development plans, policy papers related to all sectors of the economy
- Draft and assist in the implementation of projects
- Support in the monitoring of activities under the project to help effectively implement the project
- Analyse possible implications of emerging issues especially with regards to International and regional agreements such as the SDGs and the AU Agenda 2063 and make recommendations
- Support the PAU in liaising with development partners on economic issues with a view to ensuring clear communications and broad consultative and inclusive process in undertaken in the implementation of the project
- Undertake any other task as required

Terms of Reference Social Advisor

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- Supports the Senior Policy Advisor and participate in the development and analysis of social development issues, with particular emphasis on health, education and social protection
- Undertakes empirical research and analysis of trends and developments and related policy issues relevant to the PAU mandate, projects and initiatives; recommends proposals for inclusion in various
- Liaises with government official's issues on selected social policy issues related to the implementation of specific programmes, action plans or other initiatives, and provides advice on a range of related matters.
- Assists in the planning, organizing drafting of reports and preparing summaries of meetings
- Prepares and/or contributes to the preparation of various written reports, documents and communications, e.g. drafts report or sections of analytical reports, studies, background papers, etc.
- Organizes training seminars for PAU and government staff at local and national level
- Monitors, backstops and assesses the implementation of technical cooperation programmes and projects.
- Participates in fact-finding and advisory missions to government and other activities in support of work programme.
- Provides general guidance to PAU staff
- Performs other related duties as required, including a variety of administrative tasks necessary for the final delivery of the work unit's services.

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 - <i>Please add a new column for each recipient organization</i> | 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) |
|---|--|--|---|--|--|
| OUTCOME 1: Government policies and strategies with greater coherence, gender-sensitive, and based on in-depth analysis and research that are | | | | | |
| Output 1.1: | PPMU organizational structure with clearly defined tasks and functions established within the Office of the Presidency. | USD 149,276 | 30,000 | 6,000 | Support International TA and recruitment of National Policy Advisor; equipment and furniture |
| Activity 1.1.1: | <ul style="list-style-type: none"> Provision of office accommodation for the PPMU; | 0 | | | |
| Activity 1.1.2: | <ul style="list-style-type: none"> Supporting the acquisition of vehicles, office equipment, computers, printers, photocopiers and furniture; | 65,000 | | 40,000 | |

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| 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"> Strengthening the organisational and administrative structure of the Unit, while taking into account gender considerations; | 70,000 | 30,000 | | |
| Output 1.2: | A well-supported PPMU with strengthened technical, institutional and operational capacity to oversee a comprehensive government | 184,277 | 50,000 | South-south collaboration and study 21,000 tour | |
| Activity 1.2.1: | <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; | 60,000 | 20,000 | | |
| Activity 1.2.2: | <ul style="list-style-type: none"> 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; | 60000 | 15,000 | | |

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| Activity 1.2.3: | 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. | 69,276 | 15,000 | | |
| 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"> Developing individual work programmes for each team members in the PPMU; | 0 | | | |
| Activity 1.3.2: | <ul style="list-style-type: none"> Undertake measures to ensure coherence among the various policies and activities; | 20,000 | | | |
| Activity 1.3.3: | <ul style="list-style-type: none"> 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; | 19,277 | | | |
| Activity 1.3.4: | <ul style="list-style-type: none"> Undertaking and commissioning thematic research and analysis (including gender), including from external specialists in coordination with Moorea, CBG and HILEC; | 25,000 | | | |

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| Activity 1.3.5: | <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; | 20,000 | | | |
| Activity 1.3.6: | <ul style="list-style-type: none"> 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; | 20,000 | | | |
| Activity 1.3.7: | <ul style="list-style-type: none"> Promoting policy coherence and synergies through the organization and hosting of roundtables, seminars, workshops, conferences and the Unit website; | 10,000 | | | |
| Activity 1.3.8: | Disseminating policy relevant research and analysis through research papers, case studies, books and conference papers. | 15,000 | | | |
| TOTAL \$ FOR OUTCOME 1: USD 462,290 | | | | | |
| Project M&E budget | 5,000 | | | | 67,000 |
| SUB-TOTAL PROJECT BUDGET: 467,290 | | | | | |
| Indirect support costs (7%): 32,710 | | | | | |
| TOTAL PROJECT BUDGET: USD 500,000 | | | | | |

Al-Badawi Nov. 21, 2018