

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




**PBF PROJECT PROGRESS REPORT**  
**COUNTRY: THE GAMBIA**  
**TYPE OF REPORT: SEMI-ANNUAL, ANNUAL OR FINAL**  
**DATE OF REPORT: June 2019**


<b>Project Title:</b> Support to establish a Strategic Policy Planning and Management Unit in the Office of the Vice President	
<b>Project Number from MPTF-O Gateway:</b> 00105727	
<b>PBF project modality:</b> <input checked="" type="checkbox"/> IRF <input type="checkbox"/> PRF	<b>If funding is disbursed into a national or regional trust fund:</b> <input type="checkbox"/> Country Trust Fund <input type="checkbox"/> Regional Trust Fund <b>Name of Recipient Fund:</b> UNDP
<b>List all direct project recipient organizations (starting with Convening Agency), followed type of organization (UN, CSO etc):</b> UNDP, Office of the President, <b>List additional implementing partners, Governmental and non-Governmental:</b>	
<b>Project commencement date<sup>1</sup>:</b> January 25, 2018 <b>Project duration in months:<sup>2</sup></b> 30 June 2019	
<b>Does the project fall under one of the specific PBF priority windows below:</b> <input type="checkbox"/> Gender promotion initiative <input type="checkbox"/> Youth promotion initiative <input type="checkbox"/> Transition from UN or regional peacekeeping or special political missions <input type="checkbox"/> Cross-border or regional project	
<b>Total PBF approved project budget* (by recipient organization):</b> UNDP: \$ 500,000 : \$ : \$ : \$ Total: USD 500,000 <i>*The overall approved budget and the release of the second and any subsequent tranche are conditional and subject to PBSO's approval and subject to availability of funds in the PBF account</i>	
<b>How many tranches have been received so far:</b> Fully received	
<b>Report preparation:</b> Project report prepared by: Nessie Golakai-Gould Project report approved by: Seraphine 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:	

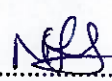
<sup>1</sup> Note: commencement date will be the date of first funds transfer.

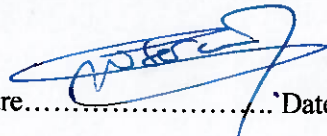
<sup>2</sup> Maximum project duration for IRF projects is 18 months, for PRF projects – 36 months.

Signed by

Serign Njie, National Policy Advisor, Signature .....  ..... Date... 13/6/19 .....

Aissata De, UNDP Resident Coordinator, Signature.....  ..... Date... 13/06/19 .....

Ndella Faye Colley, PBF Secretariat Coordinator, Signature.....  ..... Date... 13/6/19 .....

Seraphine Wakana, UN Resident Coordinator, Signature.....  ..... Date... 13/6/19 .....

#### 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):

ss

The project recruited the National Policy Adviser/Coordinator who has been working with the Government appointed Director General to start off activities.

The new unit was presented to the president and his cabinet and it was approved by Cabinet; its role function and mandate was applauded by all

A review of the policy landscape has been undertaken (policy mapping), results compiled and now sector consultations on the outcome have started. A policy forum that bring together Permanent secretaries has been instituted by the unit and to date have convened 2 quarterly meetings to review progress in implementation of the National Development Plan. The unit also chairs the Cabinet sub committee that supports Cabinet to review Cabinet submissions as well as in follow up of implementation of Cabinet decisions

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 overall objective of the project was to ensure that Government policies and strategies have greater synergy and coherence and are better coordinated based on in-depth analysis and research essential to effectively guide and oversee the implementation of political and development reforms in The Gambia. However, based on the needs at the time of commencement of the project, the Government of The Gambia strategy was to have a strengthened strategic policy unit under the Office of the President, responsible for not only overall policy development, but also monitoring of implementation of government projects and programmes as well as coordination. Thus, the proposed Strategy Policy Unit was transformed into a Strategic Policy, Delivery and Coordination Unit (SPDCU) to provide policy advice to the government as well as help oversee the implementation of the National Development Plan (2018 – 2021). The work of this unit will contribute to not only policy coherence and coordination within government, but will also impact on people centric development, social cohesion and a rights based leadership.

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 evidence based policy and planning at the heart of the Executive, within the Presidency. It also is helping the Presidency to institutionalise coordination delivery units that will coordinate between government and its development partners and set up performance targets and monitor performance of sectors respectively. This provides a radical break from over 22 years of centralised and authoritarian



system of policy formulation and programme implementation and coordination. This unit has introduced a new way of doing business; collaboration and coordination among government actors; evidenced based policy formulation at sector level and most importantly; providing the executive expert advice and follow up of implementation of executive decision.

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 expansion of the support role of the unit to include monitoring of programme delivery and coordination between and within government shown the relevance of the unit and the need for its establishment. Amongst the successes registered so far is that the unit supported the review and finalisation of the security sector policy and is supporting various security units to develop their respective sector strategies taking queue from the National Security Policy.  
Also, the integration of PBF Secretary within the structure of the SPDCU; which it is anticipated, will mainstream the Peace building into policy analysis and delivery priorities that the unit will spearhead.

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 earlier, the unit supported the development of the National Security Strategy and the Policy Adviser was among a team of three people honoured by the Vice President at the launching of the Policy.

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).

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):

Initial challenges had to do with the frequent changes in leadership within the SG Offices bringing with it changes in vision that delayed implementation at the start as the new leadership needed to understand and buy in to project; so there was need for exhaustive consultation and consensus building. There was need to build broader consensus on the structure and mandate of the unit based on need. Now a structure has been developed and agreed upon and government has started the process of redeploying civil servants from other departments into the unit. Also candidates have gone through a thorough recruitment process and 8 staff have been identified to be appointed. However a key challenge is that it is difficult to appoint the staff immediately as the project is about to end and an extension has not been secured yet.

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  
SPDC 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 finalising organizational structure with clearly defined tasks and functions established within the Office of the Presidency. In this regard, a presentation of the unit has been made to cabinet and they all endorsed it. Another task completed has been the review of the policy landscape and documentation of the policy issues in all the sectors. Support to sectors to address policy gaps has started with support provided to the Office of the National security Adviser in the preparation of the National security policy and support to the security sectors in the preparation of their respective sector strategies.

Another major accomplishment is the initiation of the policy consultative forum; meeting of permanent secretaries to discuss policy issues affecting programme implementation.

### **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

<b>National ownership:</b> 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 via Cabinet endorsement of the unit and its functions as well as the cabinet support role the unit has been asked to play. A very senior staff; A Permanent Secretary is assigned to the a Director General appointed and 3 policy staff staff appointed by government to serve in the unit and there is commitment to absorb unit cost first year PBO catalytic support.
<b>Monitoring:</b> Is the project M&E plan on track? What monitoring methods and sources of evidence are being/ have been used? Please attach any monitoring-related reports for the reporting period. (1500 character limit)?	Project M&E Plan was developed at the beginning of the year.
<b>Evaluation:</b> Provide an update on the preparations for the external evaluation for the project, especially if within last 6 months of implementation or final report. Confirm available budget for evaluation. (1500 character limit)	N/A
<b>Catalytic effects (financial):</b> Did the project lead to any specific non-PBF funding commitments? If yes, from whom and how much? If not, have any specific attempts been made to attract additional financial contributions to the project and beyond? (1500 character limit)	N/A
<b>Catalytic effects (non-financial):</b> Did the project create favourable conditions for additional peacebuilding activities by Government/ other donors? If yes, please specify. (1500 character limit)	The Tony Blair Initiative has been in close collaboration with the UN in respect to ensuring overall coordination and collaboration to the Office of the President and helping with the structuring of the unit. 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 unit to ensure transfer of knowledge and expertise.
<b>Exit strategy/ sustainability:</b> What steps have been taken to prepare for end of project and help ensure sustainability of the project results beyond PBF support for this project? (1500 character limit)	Noting the need for sustainability the project foresees a gradual withdrawal of donor support to be replaced by allocations from the national budget in line. 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.
<b>Risk taking:</b> Describe how the project has responded to risks that threatened the	Project identified four major risks, two of which were deemed of medium impact. In response to the risks



achievement of results. Identify any new risks that have emerged since the last report. (1500 character limit)	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 potential candidates to be recruited are largely driven by factors other than remuneration. Additionally by embedding the project within an already existing government structure which is already resourced (albeit not well resources); provides a much greater probability of ensuring continued resource flow to the structure thus strengthening sustainability.
<b>Gender equality:</b> In the reporting period, which activities have taken place with a specific focus on addressing issues of gender equality or women's empowerment? (1500 character limit)	The project provides for ensuring that at least 40% of the staffing of the unit is gender reflective and that the work programme
<b>Other:</b> Are there any other issues concerning project implementation that you want to share, including any capacity needs of the recipient organizations? (1500 character limit)	

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

	Performance Indicators	Indicator Baseline	End of project Indicator Target	Current indicator progress	Reasons for Variance/ Delay (if any)	Adjustment of target (if any)
<b>Outcome 1</b> Government policies and strategies with greater coherence and based on in-depth analysis and research that is essential to effectively guide and oversee the implementation of political and development reforms in The Gambia.	Indicator 1.1 Policy papers with clear government positions and strategy	Less government-wide coherence and consistency in messaging in various government policies on key priorities (SSR, TJ, development, humanitarian HR, etc.) -Absence of PPMU to serve as the Think-Tank of the Presidency	All Government policies initiated and designed by line Ministries are signed-off by the Presidency - Existence of SPDC with capacity, technical skills and financial resources to perform its functions	Policy mapping undertaken and PS forum instituted for quarterly policy reviews	The full complement of staff yet to be on board	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 organizationa l structure with clearly defined tasks and functions established within the Office of the Presidency.	Indicator 1.1.1 Availability of team providing strategic and 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	Delays in start of implementation as staffing is yet to be finalised	Target date to be adjusted to December 2019
	Indicator 1.1.2					
Output 1.2 A well-supported PPMU with strengthened	Indicator 1.2.1 SPDC Workplan with government policy priorities	Baseline: Workplan for september to December developed	Target: Functional SPDC	only the policy mapping is being undertaken with support of sectors as the required	Sectors supporting the initial phase of the policy mapping	December 2019

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 on strategy Target: # of Communication on briefs on government policies shared with the public	Draft outline of communication strategy developed and will be advertised shortly	core team of SPDC 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 Targets: All SPDC staff have approved work programmes	no action	subject to recruitment of core team of SPDC	
	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	M&E systems in place  Baseline: No consistent policy papers			SPDC	
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.



## Annex D - PBF project budget

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

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

Outcome/ Output number	Outcome/ output/ activity formulation:	Budget by recipient organization in USD - Please add a new column for each recipient organization	Percent of budget for each output reserved for direct action on gender equality (if any):	Level of expenditure/ commitments in USD (to provide at time of project progress reporting):	Any remarks (e.g. on types of inputs provided or budget justification, for example if high TA or travel costs)
<b>OUTCOME 1: Government policies and strategies with greater coherence, gender-sensitive, and based on in-depth analysis and research that are essential</b>					
<b>Output 1.1:</b>	<b>SPU organizational structure with clearly defined tasks and functions established within the Office of the Presidency.</b>	<b>198,103</b>		<b>20,108</b>	
Activity 1.1.1:	Staff recruitment/ Salaries	137,903		18,951	
Activity 1.1.2:	Purchase office equipment & furniture	40,000		0	
Activity 1.1.3:	UNDAF/NDP coordination	4,000		0	
Activity 1.1.4:	vehicle operation/fuel & maintenance	10,000		1,157	
Activity 1.1.5:	Establishment of governance board	5,000		0	
Activity 1.1.46	Coordination of IP meetings	1,200		0	
	A well-supported SPU with strengthened technical, institutional and operational capacity to oversee a comprehensive government policy work programme, management	160,546	5	56,962	
	Collation and analysis of policy mapping	10,546		10,955	
Activity 1.2.1:	Stakeholder workshop on the policy mapping outcomes	5,000		0	
Activity 1.2.2:	Create on-line policy data base and policy documentation center	15,000		0	
Activity 1.2.3:					

Activity 1.2.4:	Study tour to learn best practices on SPU	25,000		0	
Activity 1.2.5:	Short term training for the staff of SPU	40,000		18,187	
Activity 1.2.6:	PS Retreats of Sector policy reviews	50,000		46,007	
Activity 1.2.7:	Develop SPU Communications & outreach strategy for the NDP	10,000		0	
Activity 1.2.8:	Govt./UNOCG joint monitoring	5,000		0	
Output 1.3:	Key Government policy priorities considered by SPU	67,290		30,474	
Activity 1.3.1:	Develop M & E framework; setup sector performance/delivery indicators & targets etc.	25,000		12,287	
Activity 1.3.2:	Set up & operationalise sector performance dash board	20,000		0	
Activity 1.3.3:	Commission policy research in sectors with partners	10,000		0	
Activity 1.3.4:	Preparation of policy briefs and publications & conduct policy	12,290		0	
		425,939			





**TOTAL \$ FOR OUTCOME 1: USD**

				107,544	
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**SUB-TOTAL PROJECT BUDGET:**

Indirect support costs (7%): =7,506

**TOTAL PROJECT BUDGET: USD 425,939**

Sering Falu Njie, National Policy Advisor, Signature .....		Date .....
Aissata DE, Resident Representative, Signature .....		Date 17/05/19
Ndella Faye Colley, PBF Secretariat Coordinator, Signature .....		Date 18/6/19
Seraphine Wakana, UN Resident Coordinator, Signature .....		Date 18/6/19



**UNITED NATIONS DEVELOPMENT PROGRAMME**  
**JOB DESCRIPTION (draft)**

## **I. Position Information**

**Job Code Title:** Policy Adviser - Social

**Duty Station:** Banjul, The Gambia, Office of the President

**Reports to:** Director General

**Duration:** Initial one year with possibility of extension

## **II. Organisational Context**

### **BACKGROUND**

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

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

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

The Government of the Gambia with support from the United Nations is seeking to recruit a **Social Policy Adviser** to be part of a team of advisers in the SPU.



### III. DUTIES AND RESPONSIBILITIES

Under the direct supervision of the Director General, the Social Policy Adviser will provide advice on social policies including but not limited to mobilising and coordinating cross-ministry collaboration, ensure policy synergy and coherence, and monitoring effective policy implementation. She/he will support research, reviews and analysis to inform social policy formulation and implementation.

**Specifically, the Social Policy Adviser will:**

- Supports the Director General and participate in the development and analysis of social development issues, with particular emphasis on health, education, water and sanitation, and social protection
- Undertakes empirical research and analysis of trends and developments and related policy issues relevant to social sector, projects and initiatives; recommend proposals for inclusion in various national policies
- Liaises with government officials on selected social policy issues related to the implementation of specific programmes, action plans or other initiatives, and provide advice on a range of related matters.
- Provide technical advisory support on coordinated approaches to social policy development and advise on relevant practices and experiences of social policy-making processes;
- Work closely with MDAs; Health, Education, Water Resources, Department of Social Welfare and the Social Protection Programme in the formulation, implementation and review of existing social policies and to coordinate and harmonise policies.
- Facilitate Social policy coordination dialogues with Government Ministries, Departments and Agencies in relevant social sectors;
- Lead in mapping of existing policies and subsequent development of a policy data base (take the lead on social aspects)
- Conduct major social policy and legislative reviews, make recommendations on social policy reforms, and support social sectors to undertake policy reviews and monitoring of implementation of social policies
- In collaboration with relevant MDAs, development partners and other stakeholders, undertake analysis of existing social policies and recommend appropriate reforms and or policy alternatives
- Engage with MDAs to identify gaps in implementation and/or blockages in delivery on priority policies and strategies.
- Produce periodic updates and briefs on the country's socio-economic development situation;
- Conduct/commission in-depth social policy analysis and provide well-articulated policy

alternatives or scenarios on key issues;

- Liaise with senior officials both within and out of government, and provide briefs on policy issues and draft legislation
- Participate in establishing a repository of policies and strategies, information sharing mechanisms to ensure timely sharing of policies, review and updating of policies as well as public access;
- Participate in the development of dash board for monitoring of policy implementation and a portal for citizens to track progress of flagship projects/policies/strategies;
- Support research capabilities within government and engagement with national research institutions and think tanks;
- Organize and conduct capacity-building/training sessions on social policy issues as necessary
- 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.

#### **REPORTING, COORDINATION AND LIAISON**

- The Social Policy Adviser will report to the Director General;
- S/he will input into the quarterly activities' report and regular updates of the work of SPU;
- S/he will work in close coordination with the relevant MDs and other stakeholders for greater synergy between the SPU and technical aspects of the support;

#### **EXPECTED OUTCOMES**

- Annual Work Plan and implementation strategy on social policy advisory services is developed;
- Relevant SPU staff empowered to coordinate and implement the Annual Work Plan;
- Produce regular Briefs and social Policy updates on situation produced;
- Coordination mechanism for inter-ministerial social policy collaboration and coherence established;
- Social Policy database established and all relevant Ministry websites updated with the policy and other strategic documents
- All Social sector policies with the supporting regulatory frameworks reviewed and aligned with the National Development Framework

#### **IV. IMPACT OF RESULTS**

- Evidence-based and Informed social policies for decision-making;
- Improvement of inter-ministerial collaboration and coherence in policy making in the social sectors;
- Common Government messaging on policy development and implementation in the social sectors.

#### **V. COMPETENCIES**



## **Functional Competencies**

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

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

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

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

### **Building Strategic Partnerships**

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

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

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

### **Resource Mobilization**

- Contributes to the development of resource mobilization strategies at CO level
- Actively develops partnerships with potential donors and government counterparts in all sectors at country level
- Strengthens the capacity of the country office to mobilize resource

### **Promoting Organizational Learning and Knowledge Sharing**

- Participating in the development of policies and innovative approaches and promoting their application throughout the organization
- Promotes UNDP as a learning/knowledge sharing organization

## SKILLS, EXPERIENCE AND QUALIFICATION

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

### VI. Recruitment Qualifications

<b>Educational requirements:</b>	<ul style="list-style-type: none"><li>• Advanced university degree in social sciences, Public Policy or in a related discipline.</li></ul>
<b>Experience:</b>	<ul style="list-style-type: none"><li>• Minimum 5 years of progressively relevant experience at the national or international level in policy dialogue, coordination, formation and advocacy, that combines research and practice;</li><li>• Leadership experience in managing people and processes in a politically sensitive environment;</li><li>• Experience in establishing inter and intra-relationships among national governments and with international organizations;</li><li>• Extensive experience in policy analysis and advocacy, design, monitoring and evaluation;</li><li>• Computer Literacy especially in handling of web-based management systems;</li></ul>
<b>Language Requirements:</b>	<ul style="list-style-type: none"><li>• Strong written and spoken skills in English. A good working knowledge of French will be an advantage</li></ul>

### VII. Signatures - Post Description Certification

Incumbent (*if applicable*)

Name	Signature	Date
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Supervisor

Signature	Date
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Chief Division/Section

Signature

Date





**UNITED NATIONS DEVELOPMENT PROGRAMME**  
**JOB DESCRIPTION (draft)**

## **I. Position Information**

**Job Code Title:** Policy Adviser - Governance

**Duty Station:** Banjul, The Gambia, Office of the President

**Reports to:** Director General

**Duration:** Initial one year with possibility of extension

## **II. Organisational Context**

### **BACKGROUND**

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

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

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

The Government of the Gambia with support from the United Nations is seeking to recruit a **Governance Policy Adviser** to be part of a team of advisers in the SPU.

### III. DUTIES AND RESPONSIBILITIES

Under the direct supervision of the Director General, the Governance Policy Adviser will provide advice on policies related to governance including but not limited to mobilising and coordinating cross-ministry collaboration, ensure policy synergy and coherence, and monitoring effective policy implementation. She/he will support research, reviews and analysis to inform policy formulation and implementation in the governance sector.

**Specifically, the Governance Policy Adviser will:**

- Supports the Director General and participate in the development and analysis of governance issues with particular emphasis on Justice, rule of law, decentralisation, peace and security issues
- Undertakes empirical research and analysis of trends and developments and related policy issues relevant to the governance sector, projects and initiatives; recommend proposals for inclusion in various national policies
- Liaises with government officials on selected governance policy issues related to the implementation of specific programmes, action plans or other initiatives, and provide advice on a range of related matters.
- Provide technical advisory support on coordinated approaches to policy development and advise on relevant governance practices and experiences of policy-making processes;
- Work closely with MDAs; Ministry of Justice, Ministry of Lands and regional Governments, Governors offices, Area Councils, Community Development, Office of the National security Adviser, as well as programmes such as Transitional Justice, Security Sector Reform, Constitutional Review Commission and the TRRC in the formulation, implementation and review of existing programmes and policies and to coordinate and harmonise policies.
- Facilitate governance policy implementation, and coordination of dialogues with Government Ministries, Departments and Agencies in relevant areas;
- Lead in mapping of existing policies and subsequent development of a governance policy data base (take the lead on governance aspects)
- Work with relevant institutions to conduct major governance policy and legislative reviews; such as the Local Government Act, make recommendations on policy reforms, and support relevant stakeholders and sectors to undertake policy reviews and monitoring of implementation of economic and financial policies
- In collaboration with relevant MDAs, development partners and other stakeholders, undertake analysis of existing governance policies and recommend appropriate reforms and or policy alternatives

- Engage with MDAs to identify gaps in implementation and/or blockages in delivery on priority policies and strategies.
- Produce periodic updates and briefs on the country's governance situation;
- Conduct/commission in-depth policy analysis and provide well-articulated policy alternatives or scenarios on key issues;
- Liaise with senior officials both within and out of government, and provide briefs on policy issues and draft legislation
- Participate in establishing a repository of policies and strategies, information sharing mechanisms to ensure timely sharing of policies, review and updating of policies as well as public access;
- Participate in the development of dash board for monitoring of policy implementation and a portal for citizens to track progress of flagship projects/policies/strategies;
- Support research capabilities within government and engagement with national research institutions and think tanks;
- Organize and conduct capacity-building/training sessions on governance policy issues as necessary
- 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.

#### **REPORTING, COORDINATION AND LIAISON**

- The Governance Policy Adviser will report to the Director General;
- S/he will input into the quarterly activities' report and regular updates of the work of SPU;
- S/he will work in close coordination with the relevant MDAs and other stakeholders for greater synergy between the SPU and technical aspects of the support;

#### **EXPECTED OUTCOMES**

- Annual Work Plan and implementation strategy on governance advisory services is developed;
- Relevant SPU staff empowered to coordinate and implement the Annual Work Plan;
- Produce regular Briefs and governance Policy updates on situation produced;
- Coordination mechanism for inter-ministerial policy collaboration and coherence established;



- Governance Policy database established and all relevant Ministry websites updated with the policy and other strategic documents
- All Governance sector policies with the supporting regulatory frameworks reviewed and aligned with the National Development Framework

#### **IV. IMPACT OF RESULTS**

- Evidence-based and Informed governance policies for decision-making;
- Improvement of inter-ministerial collaboration and coherence in policy making in the governance sector;
- Common Government messaging on policy development and implementation in the governance sectors.

#### **V. COMPETENCIES**

## **Functional Competencies**

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

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

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

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

### **Building Strategic Partnerships**

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

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

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

### **Resource Mobilization**

- Contributes to the development of resource mobilization strategies at CO level
- Actively develops partnerships with potential donors and government counterparts in all sectors at country level
- Strengthens the capacity of the country office to mobilize resource

### **Promoting Organizational Learning and Knowledge Sharing**

- Participating in the development of policies and innovative approaches and promoting their application throughout the organization
- Promotes UNDP as a learning/knowledge sharing organization

## SKILLS, EXPERIENCE AND QUALIFICATION

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

### VI. Recruitment Qualifications

Educational requirements:	<ul style="list-style-type: none"><li>Advanced university degree in social sciences, Law, Public Policy or in a related discipline.</li></ul>
Experience:	<ul style="list-style-type: none"><li>Minimum 5 years of progressively relevant experience at the national or international level in policy dialogue, coordination, formation and advocacy, that combines research and practice;</li><li>Leadership experience in managing people and processes in a politically sensitive environment;</li><li>Experience in establishing inter and intra-relationships among national governments and with international organizations;</li><li>Extensive experience in policy analysis and advocacy, design, monitoring and evaluation;</li><li>Computer Literacy especially in handling of web-based management systems;</li></ul>
Language Requirements:	<ul style="list-style-type: none"><li>Strong written and spoken skills in English. A good working knowledge of French will be an advantage</li></ul>

### VII. Signatures - Post Description Certification

Incumbent (*if applicable*)

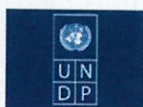
Name	Signature	Date
Supervisor	Signature	Date



Chief Division/Section

Signature

Date



**UNITED NATIONS DEVELOPMENT PROGRAMME**  
**JOB DESCRIPTION (draft)**

## **I. Position Information**

**Job Code Title:** Economic Policy Adviser

**Duty Station:** Banjul, The Gambia, Office of the President

**Reports to:** Director General

**Duration:** Initial one year with possibility of extension

## **II. Organisational Context**

### **BACKGROUND**

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

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

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

The Government of the Gambia with support from the United Nations is seeking to recruit an **Economic Policy Adviser** to be part of a team of advisers in the SPU.

### III. DUTIES AND RESPONSIBILITIES

Under the direct supervision of the Director General, the Economic Policy Adviser will provide advice on economic and financial policies including but not limited to mobilising and coordinating cross-ministry collaboration, ensure policy synergy and coherence, and monitoring effective policy implementation. She/he will support research, reviews and analysis to inform economic policy formulation and implementation.

**Specifically, the Economic Policy Adviser will:**

- Support / assist and advise the Director General on formulation, and or review of a broad range of economic and financial policy issues
- Provide technical advisory support on coordinated approaches to economic policy development and advise on relevant practices and experiences of economic policy-making processes;
- Work closely with the Ministry of Finance and Economic Affairs and the Central Bank of the Gambia in the formulation, implementation and review of existing economic and financial policies.
- Facilitate economic policy coordination dialogues with Government Ministries, Departments and Agencies as relevant;
- Lead in mapping of existing policies and subsequent development of a policy data base (take the lean on economic and financial aspects)
- Coordinate formulation, implementation and review of policies related to economic and financial sectors of the economy
- Conducts major economic policy and legislative reviews, make recommendations on economic policy reforms, and support economic sectors to undertake policy reviews and monitoring of implementation of economic and financial policies
- In collaboration with relevant MDAs, development partners and other stakeholders, undertake analysis of existing economic and financial policies and recommend appropriate reforms and or policy alternatives
- Engage with MDAs to identify gaps in implementation and/or blockages in delivery on priority policies and strategies.
- Produce periodic updates and briefs on the country's economic development situation;
- Conduct/commission in-depth economic policy analysis and provide well-articulated policy alternatives or scenarios on key issues;
- Liaise with senior officials both within and out of government, and provide briefs on



policy issues and draft legislation

- Participate in establishing a repository of policies and strategies, information sharing mechanisms to ensure timely sharing of policies, review and updating of policies as well as public access;
- Participate in the development of dash board for monitoring of policy implementation and a portal for citizens to track progress of flagship projects/policies/strategies;
- Support research capabilities within government and engagement with national research institutions and think tanks;
- Organize and conduct capacity-building/training sessions on economic policy issues as necessary

#### **REPORTING, COORDINATION AND LIAISON**

- The Economic Policy Adviser will report to the Director General;
- S/he will input into the quarterly activities' report and regular updates of the work of SPU;
- S/he will work in close coordination with the Ministry of Finance and Economic Affairs and the Central Bank for greater synergy between the SPU and technical aspects of the support;

#### **EXPECTED OUTCOMES**

- Annual Work Plan and implementation strategy onr economic policy advisory services is developed;
- Relevant SPU staff empowered to coordinate and implement the Annual Work Plan;
- Produce regular Briefs and economic Policy updates on situation produced;
- Coordination mechanism for inter-ministerial economic policy collaboration and coherence established;
- Economic Policy database established and all relevant Ministry websites updated with the policy and other strategic documents
- All Economic sector policies with the supporting regulatory frameworks reviewed and aligned with the National Development Framework

#### **IV. IMPACT OF RESULTS**

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

## **V. COMPETENCIES**

### **Functional Competencies**

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

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

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

- Achieving results through programme design and innovative resourcing strategies
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- Ensures the full implementation of country programme and Financial Resources to obtain results

#### **Building Strategic Partnerships**

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

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

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- Contributes to the development of resource mobilization strategies at CO level
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#### **Promoting Organizational Learning and Knowledge Sharing**

- Participating in the development of policies and innovative approaches and promoting their application throughout the organization
- Promotes UNDP as a learning/knowledge sharing organization

## SKILLS, EXPERIENCE AND QUALIFICATION

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

### VI. Recruitment Qualifications

<b>Educational requirements:</b>	<ul style="list-style-type: none"><li>• Advanced university degree in Economics, Public Policy or in a related discipline.</li></ul>
<b>Experience:</b>	<ul style="list-style-type: none"><li>• Minimum 5 years of progressively relevant experience at the national or international level in policy dialogue, coordination, formation and advocacy, that combines research and practice;</li><li>• Leadership experience in managing people and processes in a politically sensitive environment;</li><li>• Experience in establishing inter and intra-relationships among national governments and with international organizations;</li><li>• Extensive experience in policy analysis and advocacy, design, monitoring and evaluation;</li><li>• Computer Literacy especially in handling of web-based management systems;</li></ul>
<b>Language Requirements:</b>	<ul style="list-style-type: none"><li>• Strong written and spoken skills in English. A good working knowledge of French will be an advantage</li></ul>

### VII. Signatures - Post Description Certification

Incumbent (*if applicable*)

Name	Signature	Date
Supervisor	Signature	Date

Chief Division/Section

Signature

Date



# **Cabinet exposed to Strategic Policy Delivery**

See  
page 3



## **Yoruba community pays homage to VP**



banks and the ministers of finance in the region. Key issues are being discussed.

# Cabinet exposes to Strategic Policy Delivery

*House, 18th May 2019 – State House, May 2019: President Adama Barrow* his cabinet to cooperate with the Strategic Policy Delivery Department of Strategic Policy Development Plan. Presiding over a session on Friday, 17 May 2019, emphasised that with capacity, competency, the team should ensure that are executed to realise the promises. The President urged the Delivery Department to maintain allowing change to take place. reminded Cabinet of its responsibility that they succeed when they are

to the President on Governance and Policy, for strategic political oversight, Honorable Ahmad Fatty explained that the need for a broader range of technical tools to better understand the quality of progress being made, and the desire to improve overall management of government.

The initiative is a performance management reform intervention mechanism at the centre of government. It places high priority on problem solving, improving civil service performance and securing sharper focus on government priorities.

Director General, Mr. Alhagie Nyangado led the

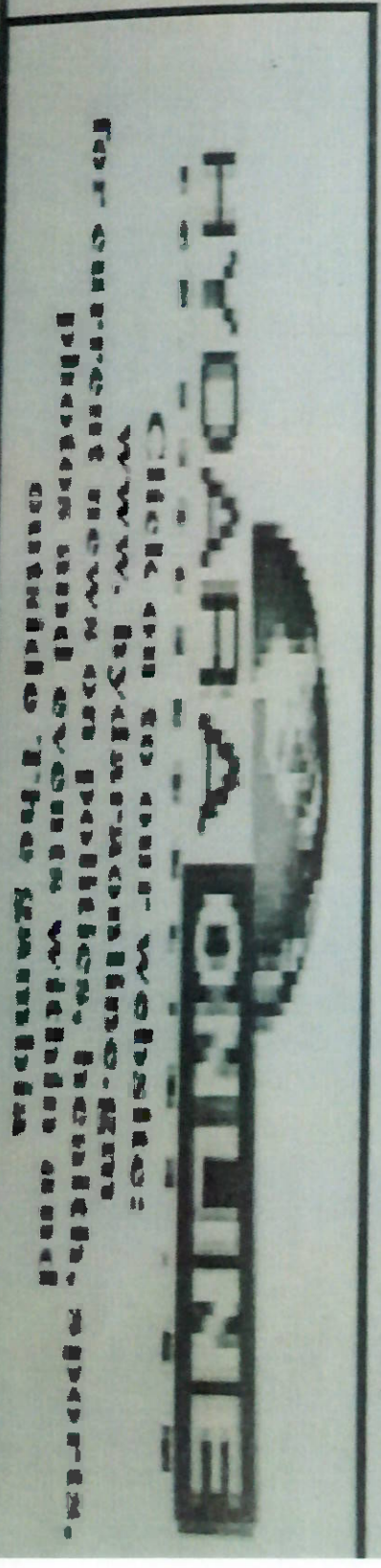
presentation, detailing out the core functions department in bringing visibility on the priorities, follow up on cabinet conclusions and advice on the economy through coherent nation with the sectors to ensure evidence decision making on the implementation of it.

He was supported by Permanent Secretary Hammed Jallow, along with other support.

The inspiration to transform the Policy Unit to a department came from the experience of African countries like Rwanda. The idea introduced by Mr. Tony Blair as Prime of the UK some twenty years ago. Today governments around the world have created every units at the centre of government to accelerate performance and improvement

in making results visible. The initiative and thanked the technical support NIDP for supporting a Gambian to the department.

Representation, Secretary General and twice, Hon. Elhina O. Camara said



**Rich**



The ministers of finance in the region  
are being discussed.

convergence criteria required for a monetary union.

# net exposes to Strategic Policy Delive

18th May 2019 — State House, the new expansion at the Office of the President is to translate the political ambitions into action by rebalancing policy and implementation.

Introducing the presentation, Special Adviser to the President on Governance and Policy, for strategic political oversight, Honorable Ahmad Fatty explained that the need for a broader range of technical tools to better understand the quality of progress being made, and the desire to improve overall management of government.

The initiative is a performance management reform intervention mechanism at the centre of government. It places high priority on problem solving, improving civil service performance and securing sharper focus on government priorities.

Director General, Mr. Alhagie Nyamgado led the

the Gambian people in them to unite, coordinate making results visible. The he initiative and thanked for the technical support for supporting a Gambian department.

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presentation, detailing out the core functions of the department in bringing visibility on the issues, follow up on cabinet conclusion advice on the economy through cohesion with the sectors to ensure evidence making on the implementation. He was supported by Permanent Secretary, along with other senior officials. The inspiration to transform the Public Service Unit to a department came from the African countries like Rwanda. The introduction by Mr. Tony Blair as Prime Minister of the UK some twenty years ago, of governments around the world have every units at the centre of government to accelerate performance and improve

For more information, visit the website: [www.gambia.gov.gm](http://www.gambia.gov.gm)

