

STRENGTHENING INCLUSIVE CITIZENS ENGAGEMENT FOR MORE ACCOUNTABLE GOVERNANCE IN THE GAMBIA



United Nations
Peacebuilding



FINAL REPORT

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PROJECT/OUTCOME INFORMATION		
Project Title	Strengthening Inclusive Citizen Engagement for More Accountable Governance in The Gambia/ The Leadership and Accountability Program in The Gambia - (LAP Project) ¹	
Country	The Gambia	
Post Title	International Consultancy Firm	
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^{1 1} The short name for the project is Leadership and Accountability Project (LAP), to be used inter-changeably with the Strengthening Inclusive Citizen Engagement for more Accountable Governance in The Gambia Project

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ACRONYM AND ABBREVIATIONS

ACCG	Anti-Corruption Coalition Gambia
CLD	Collaborative Leadership and Dialogue
CNAG	Children National Assembly of Gambia
COVID 19	Coronavirus disease 2019
CRR	Central River Region
CSO	Civil Society Organization
DSPD	Department of Strategic Policy & Delivery
FGM/	Female Genital Mutilation/Cutting
ECOWAS	Economic Community for West African States
GPU	Gambia Press Union
GRTS TV	Gambia Radio and Television Station
IPC	Inter- Partyej Committee
IYPC	Inter-Party Youth Committee
KMC	Kanifing Municipal Council
LAP	Leadership and Accountability Project
LNO	Leave no one behind
LRR	Lower River Regions
MDAs	Ministries, Departments, and Agencies
MDFTs	Multidisciplinary Facilitation Teams
MoBSE	Ministry of Basic and Secondary Education
MoWCSW	Ministry of Women, Children, and Social Welfare
MoU	Memorandum of Understanding
NDP	National Development Plan
NGO	Non-Governmental Organizations
OGI	Open Government Initiative
PBF	Peacebuilding Fund
PBSO	Peacebuilding Support Office
PDA	Peace and Development Advisors
PWD	Persons with Disability
SDGs	Sustainable Development Goals
SPMU	Strategic Policy and Management Unit
TAC	Technical Advisory Committees (TAC)
TANGO	The Association of Non-Governmental Organizations
UNDP	United Nations Development Programme
UNV	United Nations Volunteers
UNICEF	United Nations Children's Fund
UNOWAS	United Nations Office for West Africa and the Sahel
URR	Upper River Region
VDC	Village Development Committees
WDC	Ward Development Committee
WOBIPC	Women Branch of Inter-party Committee
WWPP	Women Wing of Political Party

EXECUTIVE SUMMARY

The Leadership and Accountability Program in The Gambia - (LAP Project) project was a US\$1,649,996.50 project that was implemented from January 2020 to July 2022 to improve performance, transparency, and accountability amongst public sector leaders as well as strengthen dialogue of political parties and actors to avoid further political polarization. It was funded by Peacebuilding Fund, and implemented by the Government of The Gambia, CSOs, NGOs, UNDP & UNICEF.

As the project neared its closure, UNDP sought to conduct an end-of-project evaluation for the LAP project. The evaluation pursued to review and assess the achievement of results, identify challenges, gaps, and lessons learned, in addition, to assessing the broader peacebuilding impact (notably through changes in attitudes, behaviors, and perceptions) in The Gambia.

Reference was made to the UNDP guidelines for evaluations namely UNDP Handbook on Monitoring and Evaluating for Results to develop the methodology, and the UNDP Guidelines for Outcome Evaluators, and the UNDP Evaluation Guidelines to support a more inclusive and participatory evaluation. Specifically, the evaluation utilized qualitative approaches of data collection methods i.e., document review, in-depth interviews with key informants, and focus group discussions, while the Consultative Participatory Process and Iterative Approach (CPPIA) was employed to specifically involve all key stakeholders. To ensure quality and data reliability, the evaluation team adopted the participatory approach of data collection, and also used data triangulation, and ensured the selection of key informants was purposive based on knowledge, and experience of the project.

The findings of the evaluation were based on the outputs and outcomes of the projects; and the OECD/DAC Criteria. As such, the main findings of the evaluation were;

Relevance: The Project is highly relevant to the Government. At the post-project evaluation, the project remains highly relevant to the Governance sector but more so with the stakeholders in the sector such as the Inter-Party Committee (IPC), National Council for Civic Education, and the general population. The project responded to the needs that were identified in the 2019 Conflict

and Development Analysis and the objectives of the project were aligned with three out of the eight of the Government’s top strategic priorities in the NDP 2018- 2021 of restoring good governance, respect for human rights, the rule of law, and empowering citizens through decentralization and local governance and ‘reaping the demographic dividend through an empowered youth’. The interventions were geared towards enhancing the Governance structures, institutions, policies, and laws and making the country a successful democracy. Based on the evidence above, the project is rated, “highly relevant.”

Efficiency: The resources were efficiently used to achieve the results outlined in the project. Most of the targets were either met or exceeded and the anticipated results were achieved. However, an insignificant number of resources (4.3%) were spent in the first year of the project which was mostly due to the COVID- 19 in the country, including the postponement of several activities that required community and stakeholder engagements. Delays were experienced in the recruitment of UNDP project staff as the project manager was recruited in October 2020 while the national UNV attached to TANGO was recruited in August 2020. As a result, most of the resources were spent in the last year of the project implementation period. Additionally, the Presidential election of 4th December 2021 and early intense pre-election campaign activities further delayed the implementation of project activities, especially those implemented by the Department of Strategic Policy and Delivery (DSPD) at the office of the President and the Inter-Party Committee (IPC), leading to six months of project no-cost extension by PBF from 1st January – 7th July 2022. The late expenditure of resources is indicative of poor planning and resource management.

Effectiveness: The evaluation found that to a great extent, the project achieved its output targets. For instance, it increased the number of dialogue exchanges between government and diversified cross sections of the population which increased transparency, accountability, and responsiveness of the public service leaders/ employees, and participation and inclusiveness in decision-making processes. It increased the capacity of public service leaders in coordination, performance management, attitudinal and behavioral on the NDP which contributed to an improvement in public service delivery; and enhanced the capacity of NGOs/ CSOs in coordination, advocacy, and proposal development which contributed to the enactment of policies, and laws to support good governance and sustain accommodative politics. However, some gaps were identified as some

activities were partially implemented, and others were not implemented at all. for example, the dissemination of messages was not done due to a shortage of funds.

Sustainability: The project put in place key steps to ensure the sustainability of the project results. It for instance utilized institutions with strong structures and systems such as DSPD, IPC, ECOWAS, and TANGO; it built the capacity of CSOs, DSPD, and IPC for sustained advocacy and civil engagements on public policy issues, citizen engagement for accountable governance and inter-party dialogue to sustain accommodative politics and peaceful elections; it ensured the inclusion and participation of project beneficiaries in the design and implementation of the project; it built the capacity of beneficiaries and created awareness on gender equality, transparency, and accountability. It advocated for activities with high impact to be mainstreamed in annual work planning by the implementing partners and invited partners to participate and jointly support some activities. It was however noted that the exit plan did not have a clear strategy for funding the plan. Which is a threat to the sustainability of the project results.

Gender Mainstreaming: The project made a deliberate effort towards gender mainstreaming. It ensured the inclusion, and participation of women, and youth in the project implementation processes. For instance, all regional dialogue sessions that were held between local duty bearers and rights holders ensured the inclusion, and participation of women, youth, and persons with disability, and similarly, review meetings of citizens demand charters had youth and women community leaders as participants. The Women Branch of the Inter-Party Committee (WOBIPC) was established to advocate and implement activities for increasing women’s political participation and leadership in the country. A gender policy /strategy was developed to ensure the active participation of women in the decision-making process with included a quota system in IPC as well.

Human Rights Based Approach: There was great success concerning projects inclusivity, participation, human rights protection, child protection, transparency, accountability, and empowerment of the marginalized individuals (i.e., women, youth, and PWDs), CSOs, and community leaders, were important in establishing a human rights-based approach for the project.

Good practices included the simplification of the strategies, development of citizen demand charters, project implementation through implementing partners increased effectiveness of the project, interface meetings, and the centralization of gender inclusion throughout implementation.

Key lessons learned

- **Project, and program interventions informed by research** support the effective implementation of the project activities. The evaluation found that wide consultations that were done by the consultant during the design stage were necessary which informed the development and simplification of regional strategies, that were used to create awareness on governance, transparency, and accountability.
- It is particularly important to ensure the **engagement and participation of all stakeholders**: It allows the project implementation and its design to benefit from the experience, and skills from various stakeholders and existing structures.
- **Enhancing partnership coordination among implementing partners**: This increases the efficiency and effectiveness of the project through synergy and allows for the development of innovative and better implementation approaches. It also reduces the duplication of activities.
- The **involvement and participation of community members, and local structures** cannot be downplayed. This increases effectiveness, especially since information to increase awareness, and knowledge on public service transparency, and accountability is broadly disseminated, which increases trust between citizens and public servants.
- The availability of a **conducive operational environment (availability of policies on transparency, and accountability)** for governance programming in transparency and accountability is very necessary for effective implementation and sustainability of the project results.

- Additionally, the inclusion of cross-cutting issues is important in the development and humanitarian programs. The deliberate effort to ensure the inclusion of vulnerable groups such as women, youth, and persons with disability increases the development of effective programs/ projects that are relevant and support the sustainability of the project results.

Conclusively, despite the challenges faced, the LAP project was relevant, and fairly well thought out to address the accountability, and transparency issues in The Gambia. The implementation approaches were efficient and effective in delivering the results.

The recommendations include the need to explore the possibility of forging long-term partnerships with the non-PBF funding sources; the need for additional resource mobilization to facilitate scale up, and strengthen the capacity for the councils to implement the strategies and citizens' demand charters; enhance partnership coordination between the implementing partners; and strengthening the M&E mechanisms, to ensure monitoring data collected is well collected and disaggregated across the vulnerable categories, especially the women, disability, youth, and children.

1.0. PROJECT BACKGROUND AND CONTEXT

1.2. Country Context

The Gambia lies on the coast of West Africa surrounded by Senegal and has a total area of 11,300 km². The country became independent on February 18th, 1965, and has three arms of Government, which are the Executive, with an elected President, the Judiciary, and the National Assembly. The country's official language is English.

The country was under authoritarian rule for twenty -two years until the December 2016 presidential election when the incumbent, Yahya Jammeh was defeated by Adama Barrow. This occurrence in the country prompted the revival of democracy, with the anticipation of building back partnerships with the international community and restoring trust and confidence among the Gambians. It was also envisioned that there will be a democratic rule with a vibrant and well-developed free press, freedom of religion, expression, and association as enshrined in The Gambia's constitution.

Unfortunately, some of these aspirations for a “new Gambia” turned out to be evasive as the Country faced various challenges such as “a legacy of institutional dysfunction, overly centralized governance with limited participation and accountability”, according to the Conflict Development Analysis (CDA) 2019. It was also reported in this document that there is an “absence of effective channels of communication between the citizens and government authorities, which undermines citizens' ability to interrogate public policy and hold public sector leadership accountable for development results i.e., National Development Plan (NDP) and regional strategic plans.”. In addition to these institutional and structural deficiencies, the institutions' policies, infrastructure, or systems were outdated to deal with the old and some emerging issues of land disputes, caste system conflicts, and an influx of migrant returnees.

There were other drivers of conflict identified such as the high youth unemployment, corruption, the effects of climate change and its negative impact on the environment in terms of food security and nutrition, the fragile political environment, and polarization due to ethnic tension which all gravely impacts social cohesion and peacebuilding in the country.

1.3. Strengthening Inclusive Citizen Engagement for More Accountable Governance in The Gambia (also known as the Leadership and Accountability Program in The Gambia -LAP Project)

The LAP project was designed to support the ongoing efforts of the country's transition from an autocratic to democratic governance, facilitate more transparent and inclusive exchanges between rights holders and duty bearers to improve performance, transparency, and accountability amongst public sector leaders as well as strengthen dialogue of political parties and actors to avoid further political polarization. The interventions targeted not only adults and youth among the rights holders but also placed a specific accent on children as an important group that should be engaged as early as possible to prepare them for better participation in building a new culture based on good governance in The Gambia.

The Project was funded by the United Nations Secretary-General's Peacebuilding Fund (PBF) in the amount of US\$1,649,996.50 with a duration of two years starting in January 2020 and ending on 31st December 2021. A no-cost extension of six months was granted from 1st January 2022 to 9th July 2022. The Coverage zones of the project are Kanifing Municipality Council (KMC), Central River Region (CRR), Upper River Region (URR), and Lower River Region (LRR).

Project Theory of Change:

If the government leaders, public servants, and institutions have improved the project was premised on the Theory of Change (ToC) that:

- Technical and functional capacities and processes to engage and communicate with citizens on development issues as duty-bearers, and

If citizens including communities, civil society organizations, the private sector, and the media have strengthened capacities to mobilize and advocate for their interests and needs and are empowered as rights holders to scrutinize and hold the governments to account, and

If young people as key members of their communities have increased capacities to engage and participate in decision-making processes and exercise their civic responsibilities.

- **then** there will be more inclusive dialogue and exchange between citizens and political representatives and different political representatives and improved transparency and accountability to the citizens on national development matters and transition priorities, leading to a better understanding by the citizens and less frustration, and more responsive governance.

The project had three outcomes and seven outputs. UNDP as the lead agency was responsible for the implementation of outcomes 1 and 2 and UNICEF was responsible for outcome 3.

Outcome 1 - Improved transparency and accountability between public service leadership and the population

- Output I. A national platform for dialogue on public policies between Government and Citizens established and functional,
- Output II. Government coordination and accountability mechanisms for performance management of public sector leadership strengthened
- Output III. Capacities of Civil Society enhanced for meaningful national engagement and public scrutiny

Outcome two - Political parties are more inclusive of women and youth and engage in productive exchange with their constituents and each other.

- Output I. Interparty tensions and rivalry reduced through inter-party dialogue communication and improved community engagement
- Output II. The capacity of the youth and women's wing of political parties to champion inclusion and gender equality in elective positions strengthened

Outcome three - Improved civic engagement of young people and governance systems to promote good governance based on participation, transparency, and accountability by strengthening their capacities and skills on civil rights and duties, citizenship, and peacebuilding

- Output I. Young people's leadership skills and civic rights strengthened to engage in decentralized and governance structures
- Output II. Capacities of community governance structures increased to exercise civic rights, responsibilities, and the promotion of good governance

The project was a UNDP and UNICEF joint project and the implementation partners were the Office of the President (OP), the Inter-Party Committee (IPC), the Anti-Corruption Coalition-(Gambia), Gambia Press Union, The Association of Non-Governmental Organizations (TANGO), Action Aid International, National Council for Civic Education (NCCE), The National Youth Council (NYC), Department of Community Development, Ministry of Basic and Secondary Education (MoBSE).

2.0. THE FINAL EVALUATION ASSIGNMENT

2.1. Evaluation Objectives and Purpose

2.1.1. Purpose

The purpose of the evaluation is to review and assess the achievement of results, identify challenges, gaps, and lessons learned therefrom, in addition, to assessing the broader peacebuilding impact (notably through changes in attitudes, behaviors, and perceptions) in The Gambia.

2.1.2. Objectives

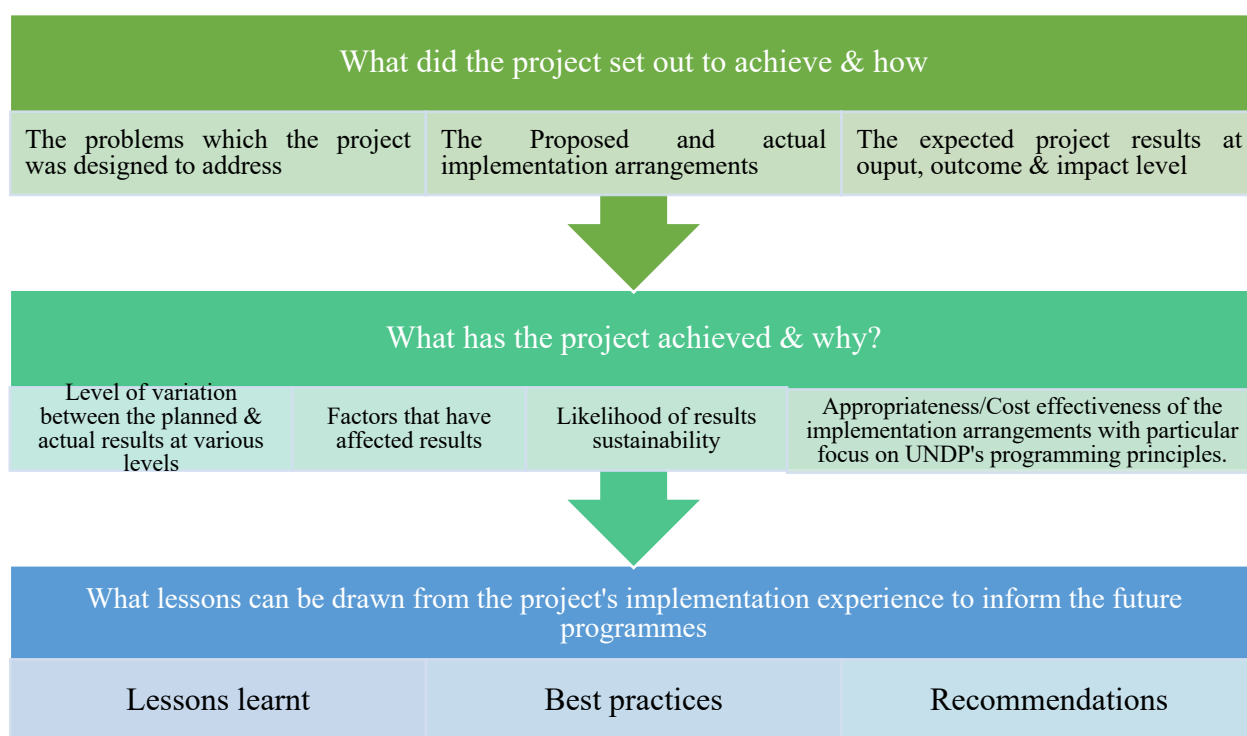
Specifically, this final evaluation will focus on addressing the following objectives as required by the Terms of Reference:

- To assess the contribution of the project activities to the realization of project objectives and outcomes by determining the project's relevance, efficiency, effectiveness, and sustainability
- To identify and provide an analysis of the factors that have either positively or negatively affected/impacted the project beneficiaries.
- To recognize any possible catalytic effects and innovative techniques of the project.
- To assess the project's contribution towards promoting transparent and inclusive exchanges between rights holders and duty bearers to improve performance, transparency, and accountability amongst public sector leadership and strengthening dialogue of political parties and actors to avoid further political polarization. The overall impact of these interventions on peacebuilding will be assessed.
- To evaluate the project's role in strengthening civil society's capacity for meaningful engagement especially in promoting civic responsibilities, attitudes, and accountability as a critical contribution to the process of reconstituting a healthy state-society relation, as well as good governance and democratic practices.
- To assess contributions made in engagements with children, adolescents, and young people on governance systems to promote and sustain a society based on the active participation of young people, as citizens, in politics and civic life.
- To provide recommendations and lessons learned for improving UN support to strengthen inclusive citizen engagement for more accountable governance and peace in The Gambia.
- To assess how the project adapted in the context of the devastating COVID-19 pandemic

2.2. Evaluation Criteria

The OECD DAC recommended guidelines and criteria were used to assess the project’s relevance, effectiveness, efficiency, sustainability, and impact on the national institutions, processes, and beneficiaries, either directly or indirectly (according to the UNEG standards). Cross-cutting issues of gender equality, conflict sensitivity, a human rights-based approach, and ‘Leave No One Behind’ was assessed throughout the project’s interventions and results.

2.2.1 Evaluation Approach to the Assignment



The final evaluation followed the United Nations Evaluation Group (UNEG) norms and standards, and criteria. As such, to the extent possible, the evaluation applied the Development Assistance Committee (DAC) criteria and standards on evaluation: (a) relevance; (b) coherence; (c) effectiveness; (d) efficiency; and (e) sustainability.

2.2.2 Evaluation design

Desk review: An in-depth documentary review of all available documentation was done to ensure that the consultants are well acquainted with the country’s context and underlining factors of the

country's situation and the rationale behind the UN's support to the Government through the LAP project. It highlighted the main themes and link them to the relevant evaluation criteria.

Key Informant Interviews: A broad range of stakeholders were interviewed at both national and sub-national levels in the form of semi-structured interviews. The knowledge generated from these exercises was processed systematically by matching the information to answer some of the key questions in the Evaluation.

Quantitative data collection: Primary data was collected and analyzed using both Government and UN documents such as Project documents, Annual works plans and quarterly reports, surveys, UNDAF, results frameworks, and budgets.

The quantitative and qualitative primary data was collected using an assortment of tools which ensured that all the data requirements are met. The tools were designed along the principles of Human rights, gender, and equity approaches to ensure that “no one is left behind”.

Triangulation: All the collected data were analyzed and triangulated by comparing the responses from different sources using the range of tools that were developed to come to a consensus on the emerging trends at the output and outcome levels.

The evaluation was inclusive and participatory, involving all principal stakeholders in the analysis. It considered the social, political, security, and economic context which affect the overall performance of the outcome achievements.

2.2.3 Research and Sampling Strategy

Given the scope of the evaluation and the proximity of the stakeholders who were purposively sampled, the evaluation team visited the Kanifing Municipal Council and Lower River Region (two of the four regions) where the project was implemented in. A purposive sampling and strategic approach in identifying and selecting the key informants was used; cognizant of their relevance in providing in-depth information to this final evaluation, but also about the wider

universe, taking into consideration the different categories of people with adequate and relevant responses to enrich the evaluation findings.

2.2.4 Phased Approach to Addressing the evaluation questions

Drawing inspiration from the aspects provided in the ToR, the final evaluation exercise followed three main phases: (i) preparatory/inception phase (inception report - desk review, finalization of methodology, work plan); (ii) Evaluation phase (draft report- data collection, analysis, and consolidation, presentation of initial results); and (iii) Final phase (incorporating stakeholders' comments and preparation of final evaluation report).

Limitations of the Evaluation

Delays in data acquisition: The evaluation process was greatly affected by the delays in the acquisition of key relevant data. This led to delays in the completion and submission of key study deliverables. The financial reports of the project were received in February 2023 at the tail end of the assignment. To address this, the evaluation referred to the available secondary data where necessary.

Delays were encountered also in receiving feedback for the inception report to progress to the next phases of the evaluation.

Relatedly, there were delays in securing meetings with relevant key informants for consultations and interviews to be undertaken. This was countered and minimized by working closely with the project team to schedule interviews.

3.0 THE LAP DESCRIPTION AND INTERVENTION LOGIC

ACTIVITIES

OUTPUT

OUTCOME

Activity 1.1.1: Develop gender sensitive guidelines for the town hall dialogue sessions;
Activity 1.1. 2: launch the OGI; Convene 4 (bi-monthly) town hall dialogue sessions to be aired live on GRTS the national broadcaster and community radios on thematic subjects and conduct a feedback survey to collect views and perceptions of the participants about the event;

Activity 1.1.3: Organize weekly radio/TV program, “OGI Hour to be dubbed Have your say in governance”.
Activity 1.1.4: Support to Government and media press briefings.

Activity 1.1.5: Installation of web-based and social media platforms to engage citizens on key NDP issues
Activity 1.2.1: Train employees of the strategic Policy and Performance Unit to improve public service performance

Activity 1.2.2: Update and develop a monitoring framework for CLD compacts and priorities for Action;
Activity 1.2.3: Develop a performance tracking tool to gauge the implementation status of priority action.

Activity 1.3.1: CSO’s capacity built through trainings on proposal development, coordination, advocacy, networking and budget analysis to ensure accountability
Activity 1.3.2: CSO advocacy for the enactment and popularization of the Access to Information and Anti-Corruption Acts;

Activity 1.3.3: Produce a simplified version of the Regional Strategic Plans of the 4 Local Councils;
Activity 1.3.4: Develop Citizen’s Local Council Demand Charter;
Activity 1.3.5: Reformulation of key messages into jingles using local dialect and aired in community radio stations

Activity 2.1.1: Training political party operative on facilitation of dialogue process and mediation efforts;
Activity 2.1.2: Organize materials development workshop to produce messages on political tolerance, non-violence and reconciliation;

Activity 2.1.3: Disseminate promotional materials and jingle messages on political tolerance, non-violence and reconciliation;
Activity 2.1.4: Convene 4 inter-party dialogues on thematic subjects (e.g. role of women and youth in politics);

Activity 2.1.5: Organize joint inter- party press releases/conferences on topical political developments to ease tensions and deepen reconciliation amongst political operatives
Activity 2.2.1: Lobby with political parties, national and local authorities for reaching a 30% quota for women representation in governance

Activity 2.2.2: IPYC hold regional football matches engage key district and regional stakeholders.
Activity 2.2.3: Identify mentors to train potential women party candidates to assume public leadership positions
Activity 2.2.4: Develop Political party women wing strategic plan and resource mobilization strategy.

Activity 3.1.1: Train young people (in and out of school) in leadership and civic rights and duties to prepare them for the transition to adulthood and citizenship, including school and public good management.

Activity 3.1.2: Support awareness-raising and access to information for children and adolescents in and out of school and within the community through U-Report and other medias including community radio to increase they informed participation in public life.

Activity 3.1.3: Support the Children National Assembly to organize open school days and community dialogue sessions where young people issue and community development issues are discussed and shared with decentralized structures and decision makers at national level for consideration in the decision-making process.

Activity 3.2.1: Teachers and school staff trainings on civic education to help young people’s understanding of civic rights, laws, institutions and systems and to acquire the skills to engage with institutions peacefully

Activity 3.2.2: Train community structures (VDC, MIDFTs, Mothers’ clubs and other relevant decentralization structures) to promote civic education to increase inclusiveness and participation in decision-making.

Activity 3.2.3: Organize reflections to analyze critical issues emerging from community discussions/engagement and early warning systems among mothers' clubs, Village, Support Groups, young people’s groups and decentralized structures.

Activity 3.2.4: Support the Young people’s networks to conduct dialogues with community members, decentralized structures and key-decision makers on Constitution, Corruption, Governance, National Development Plan, localization of SDGs etc.

Activity 3.2.5: Train decision-makers on listening, engaging and responding to the needs and perspectives of young people and their need focusing on good governance and public good.

Output 1.1: National platform for dialogue on public policies between Government and Citizens established and functional

Output 1.2: Strengthened Government coordination and accountability mechanisms for performance management of public sector leadership.

Output 1.3: Capacities of Civil Society enhanced for meaningful engagement and public scrutiny.

Outcome 1: Improved accountability and trust between public service leadership and the population.

Output 2.1: Interparty tensions and rivalry reduced through inter-party dialogue, improved community engagement and communication amongst political parties.

Output 2.2: Capacity of the youth and women’s wing of political parties to champion inclusion and gender equality in elective positions strengthen.

Outcome 2: Political parties are more inclusive of women and youth and engage in productive exchange with their constituents and each other

Output 3.1: Young people leadership skills and civic rights strengthened to engage decentralized and governance structures. .

Output 3.2: Capacities of the community and governance structures increased to exercise civic responsibilities and promote good governance

Outcome 3: Improved civic engagement of young people and governance systems to promote good governance based on participation, transparency, and accountability by strengthening their capacities and skills on civic rights and duties, citizenship and peacebuilding.

4.0 EVALUATION FINDINGS

The presentation of the findings is organized following OECD/DAC evaluation criteria and is centered on answering the evaluation questions in the ToR (see annex 2). The findings serve as the basis of the lessons learned, best practices, and recommendations presented in the last section of this report.

4.1 Relevance and Design

4.1.1. Alignment to UNDAF Strategy and SDGs

There are three outcome areas in the UNDAF, and amongst these outcomes is the Governance and Human Rights outcome area where the UN aimed to support the Government in the implementation of institutional reforms to ensure the rule of law and guarantee people their human rights, such as access to justice, gender equality, basic social services, and democratic participation in decision-making processes. This UNDAF outcome is linked to the Sustainable Development Goal (SDGs)¹⁶ which is ‘Access to justice for all and build effective, accountable and inclusive institutions at all levels and SDG, 17 which promotes partnership for development.

Strengthening Inclusive Citizen Engagement For More Accountable Governance In The Gambia - The Leadership and Accountability Program in the Gambia (LAP Project) has three outcomes. The outcomes are outcome one ‘Improved transparency and accountability between public service leadership and the population’, outcome two ‘Increased youth and women inclusion, political participation, tolerance, and peaceful engagement amongst political parties’ and the last outcome ‘Improved civic engagement of young people and governance systems to promote good governance based on participation, transparency, and accountability by strengthening their capacities and skills on civil rights and duties, citizenship, and peacebuilding.’ The project’s outcomes directly contributed to the UNDAF strategy of enhancing governance and giving a voice to the voiceless as enshrined in the UNDAF document. These outcomes are relevant in ensuring that Governance is placed on top of the development priorities to achieve sustainable and inclusive development.

4.1.2. Alignment to National Priorities

The project’s outcomes are aligned with two out of eight of the strategic priorities in the National Development Plan 2018- 2022. The two strategic priorities are ‘restoring good governance,

respect for human rights, the rule of law, and empowering citizens through decentralization and local governance’ and ‘reaping the demographic dividend through an empowered youth’. These strategic priorities were the Government’s top priorities, and most interventions are geared towards enhancing the Governance structures, institutions, policies, and laws in ensuring a thriving democracy in the country. The NDP identified a goal for decentralization and aimed for fully empowered and functional local government structures that stimulate and respond to the demographic and economic trends of the Gambia’. The NDP 2018-2022 established the government’s position to institute a free state, enhanced open dialogue between duty bearers and right holders, especially women, youth, and children, and establish a fully decentralized local government with functional administration and financial management system. These strategies were embedded in the project and the results of the project were closely aligned to the NDP.

4.1.3. Linkages between LAP project with similar interventions

The Leadership and Accountability Project was responding to the gaps and the needs in the governance sector as captured in the Conflict Development Analysis (CDA) 2019 where it stated that there was an “absence of effective channels of communication between the citizens and government authorities, which undermines citizens’ ability to interrogate public policy and hold public sector leadership accountable for development results”. Several projects had similar interventions to that of the LAP. One of these projects is the support to the Constitutional Review Commission supported by the UNDP in partnership with the International Institute for Democracy and Electoral Assistance (International IDEA), the Government of Qatar, and Ecowas. This project conducted extensive consultations with a cross-section of Gambians especially the most vulnerable on the new draft constitution. This strategy of engaging the electorates to sensitize and enhance the governance environment of the country is closely linked to this project’s strategy of engaging with rights holders across the country to enhance good governance, accountability, and foster peace.

Another similar project is the support to the establishment of the Department of Strategic Policy and Delivery² supported by UNDP. This project is closely linked to the LAP which supported the capacity building of the Department to coordinate strategic programs and provide a platform for high-level interaction between decision-makers in the government with the populace through the open governance initiative.

² The department was later renamed Department of Strategic Policy and Strategy (DSPD).

The Project on building the capacities of the regional decentralised structures and equipping them with the appropriate skills, tools, and resources to be fully functional to promote governance and accountability in delivering services to the public is linked to the LAP project. The LAP supported the councils to produce simplified regional strategic plans and conduct sensitization for both the right holders and duty bearers. Through the citizen local council demand charter, governance, responsible citizenship, and accountability were enhanced.

The project entitled Increased Women and youth participation in decision-making processes and as Agents of community conflict prevention is also closely linked to the LAP project in the conscious effort of the project to target women, children (both in and out of school), and youth on their civic duties, open dialogue and promotion of peace and Human rights.

4.1.4. Contribution of the LAP project to the LNOB principle

The project's results, strategies, and activities all enshrined the principle of leaving no one behind. At the design phase of the project, there is an apparent intention for the project to be inclusive and the implementation phase has considered this principle to some extent. There was a conscious effort to identify and engage the most vulnerable in society in all the downstream activities of the project. The NGOs that were conducting the community activities have experience in gender mainstreaming and inclusiveness. The involvement and meaningful participation of children in the project as full-fledged right-holders in the project is an example of the application of LNOB. However, the documentation and systematic monitoring of the involvement of these groups was insufficient thus making it hard for the evaluation to quantify the contribution of the project to the LNOB principle.

4.1.5. Coordination and synergies of the project with other programmatic interventions

The overall coordination of the project was under the Department of Strategic Policy and Delivery purview. The coordination mechanisms such as quarterly meetings were not regularly held and as such the overall coordination was not optimal.

At the Outcome 2 level, the Inter-Party Committee coordinated the activities of the project within the existing coordination mechanisms that were set up as part of this outcome. Regular quarterly dialogue sessions were sustained and attended by all political leaders and these sessions provided space for frank conversations and commitments to the vision of IPC foundational documents, gender equality in political representation, and holding of peaceful elections. It was planned for

2022 for the IPC and partners to hold quarterly meetings to review ongoing activities and make recommendations for improvement.

At the CSOs' level, coordination was done amongst themselves on an informal level. The project would have benefited a lot if the coordination mechanisms were established and functional. Noteworthy to mention is the investment that the project made in building the capacities of the partner institution in monitoring and coordinating of the project activities. It aspired that capacity building would result in better coordination in successor projects.

The project formed synergies with the University of The Gambia (UTG) in researching the drivers of electoral violence in The Gambia, 2021 and the role of political parties and other actors in preventing electoral violence, as well as in the development of a gender policy for political parties to increase women political participation in party leadership structures, national assembly, and local, councils. The project collaborated with the National Development Institute (NDI) to organize the 3rd quarterly breakfast meeting for political leaders, the inauguration of the Women Branch of IPC in October 2021, and on information exchange. The International Republican Institute (IRI) collaborated with to conduct the training of trainers (ToT) of 15 trainees from IPC, academia, CSOs, and government on women leadership, and political participation. Step-down training in the regions was also conducted, targeting women leaders from the village development committees (VDCs), community women organizations, youth groups, and women aspiring for elective positions. The ECOWAS was partnered with to establish the IPC headquarters and on information sharing, as well as training of the IPC Youth Branch.

4.2. Coherence

4.2.1. Internal and external coherence of project components

The Economic Management Project (2017- 2021) supported the development of Regional Strategic plans for the LGAs of Basse, Kuntaur, Kerewan, Mansakonko, Kanifing, and, Banjul. The LAP project supported the simplification of these strategic plans and facilitated the dialogue sessions between the citizens and authorities of the beneficiary Councils to produce Citizens Demand Charters for the local councils. This highly successful and innovative engagement was followed by Message Development Workshops, which brought together participants from diverse backgrounds, including civil society, media and communication specialists, local councils, and target communities. This clearly shows the continuity and coherence of the project components within UNDP. Another e.g is the strengthening of the capacities of the Interparty Committee in Collaborative Leadership and Dialogue in the Governance Projects in the previous program cycle and the subsequent support that the IPC received in this project. This further demonstrated the leverage of UNDP in long-term Governance projects.

4.3. Efficiency

4.3.1. Cost Effectiveness of the Project Implementation Strategy

The evaluation sought to find how the resources within the project were optimized for the delivery of activities and analyzed the efficiency of the resources used within the project.

The table below shows the funds that were allocated under each output for the duration of the project and the rate of expenditures over the lifespan of the project.

Under Outcome 1, the funds were distributed unequally among the outputs, and Output 3 had 42 % of the funds. This output focused on capacity building and supporting the LGAs. The activities under this output were all completed, and the targets set were either met or exceeded hence establishing the cost-effectiveness of the output.

Under outcome 2, the funds were spent on the 2 outputs and the results were realized and documented for both outputs. The project reported that under this outcome, the following were done (i) champion inclusion and gender equality in elective positions including establishment of the Women and Youth Wings of Inter-Party Committee (WOBIPC and YOBIPC); (ii) Gender policy for political parties was developed to guide advocacy and lobbying with political parties to increase number of women selected to contest for elections (iii) UNDP and IRI conducted TOT and training on women leadership, and supported women candidates for the April 2022 National Assembly elections..

Lastly, under outcome 3, the funds were shared between the two outputs, and the targets under these outputs were mostly achieved except the target of implementing at least 20 recommendations that had come out of reflection sessions from the community engagement and early warning mechanisms to improve people’s participation in governance.

Outcome 1 - Improved transparency and accountability between public service leadership and the population				
Outputs	Available funds for Jan 2020 - Jun 2022	Level of Expenditure for 2020	Level of Expenditure for 2021	Level of Expenditure for 2022 (November)
I. National platform for dialogue on public policies between Government and	190,800	0	90,544.96	190,800

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Citizens established and functional,				
II. Government coordination and accountability mechanisms for performance management of public sector leadership strengthened	130,000	0	39,691.39	130,000
III. Capacities of Civil Society enhanced for meaningful national engagement and public scrutiny	236,482	46,461.9	236,430	236,482
Outcome two - Political parties are more inclusive of women and youth and engage in productive exchange with their constituents and each other				
Outputs	Available funds for Jan 2020 - Jun 2022	Level of Expenditure for 2020	Level of Expenditure for 2021	Level of Expenditure for 2022 (June)
I. Interparty tensions and rivalry reduced through inter-party dialogue communication and improved community engagement	150,000	0	33,780.80	150,000
II. Capacity of the youth and women's wing of political parties to champion inclusion and gender equality in elective positions strengthened	110,010	0	0	110,000
Outcome three - Improved civic engagement of young people and governance systems to promote good governance based on participation, transparency, and accountability by strengthening their capacities and skills on civil rights and duties, citizenship, and peacebuilding				
Outputs	Available funds for Jan 2020 - Jun 2022	Level of Expenditure for 2020	Level of Expenditure for 2021	Level of Expenditure for 2022 (Nov)
I. Young people's leadership skills and civic rights strengthened to engage decentralized and governance structures	121,560	0	83,092	121,560
II. Capacities of community governance structures increased to exercise civic rights, responsibilities, and the promotion of good governance	139,000	0	99,300	139,500

4.3.2. Financial and Human Resource Management

In terms of the financial management of the project, the evaluation concluded that the resources were efficiently utilised. The graphs below show how the expenditure levels progressed during the project lifespan. The first year of the project witnessed very low levels of expenditure due to the COVID–19 restrictions and repercussions. The second year was a little better in terms of expenditure and the third year witnessed a steep increase in the final year of the project implementation. The late expenditure of resources and delays in the recruitment of staff all contributed to some of the lapses in the resource management. In conclusion, the evaluation found that the use of the resources was efficient.

Figure 1: Outcome 1 - Improved transparency and accountability between public service leadership and the population

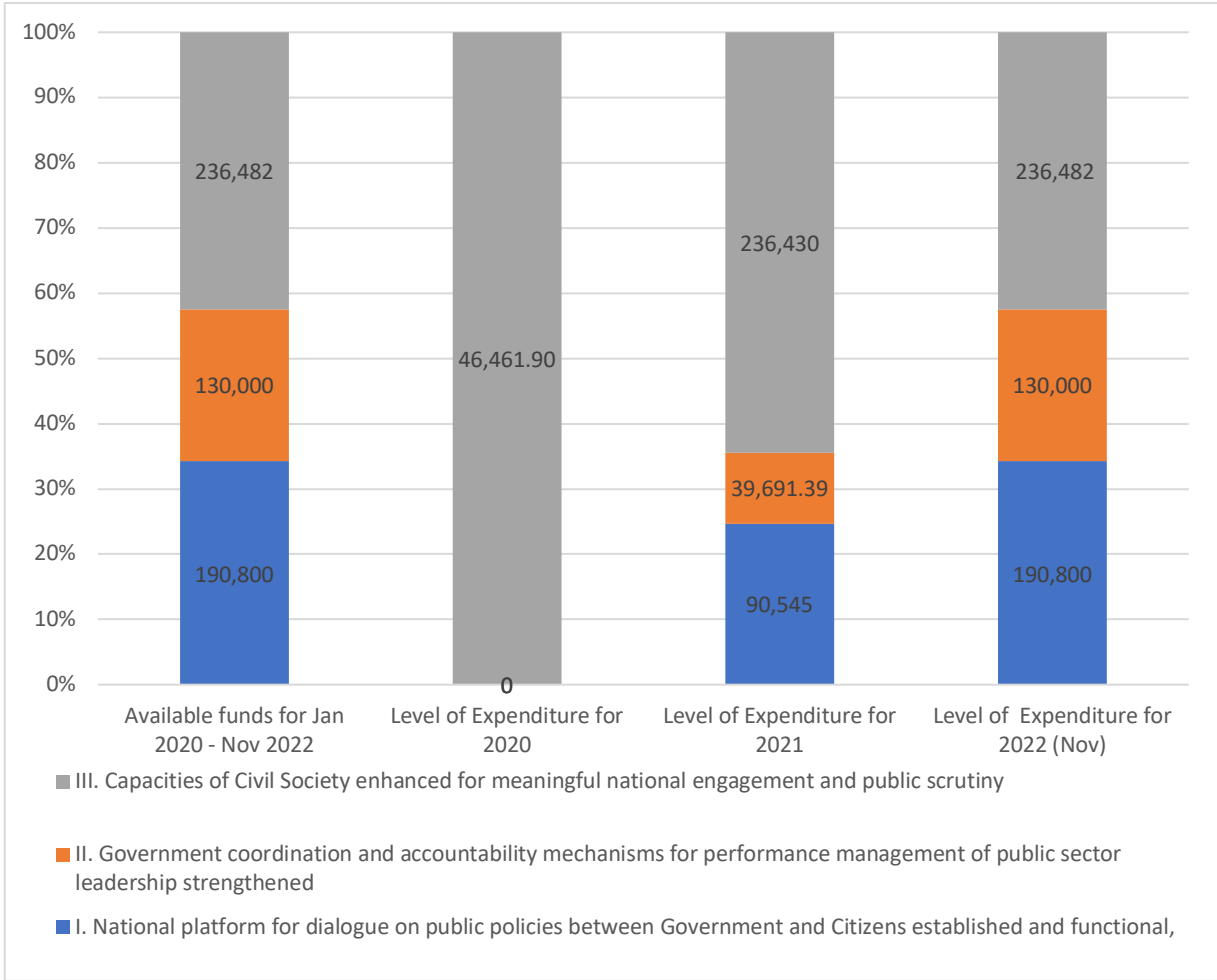


Figure 2: Outcome two - Political parties are more inclusive of women and youth and engage in productive exchange with their constituents and each other

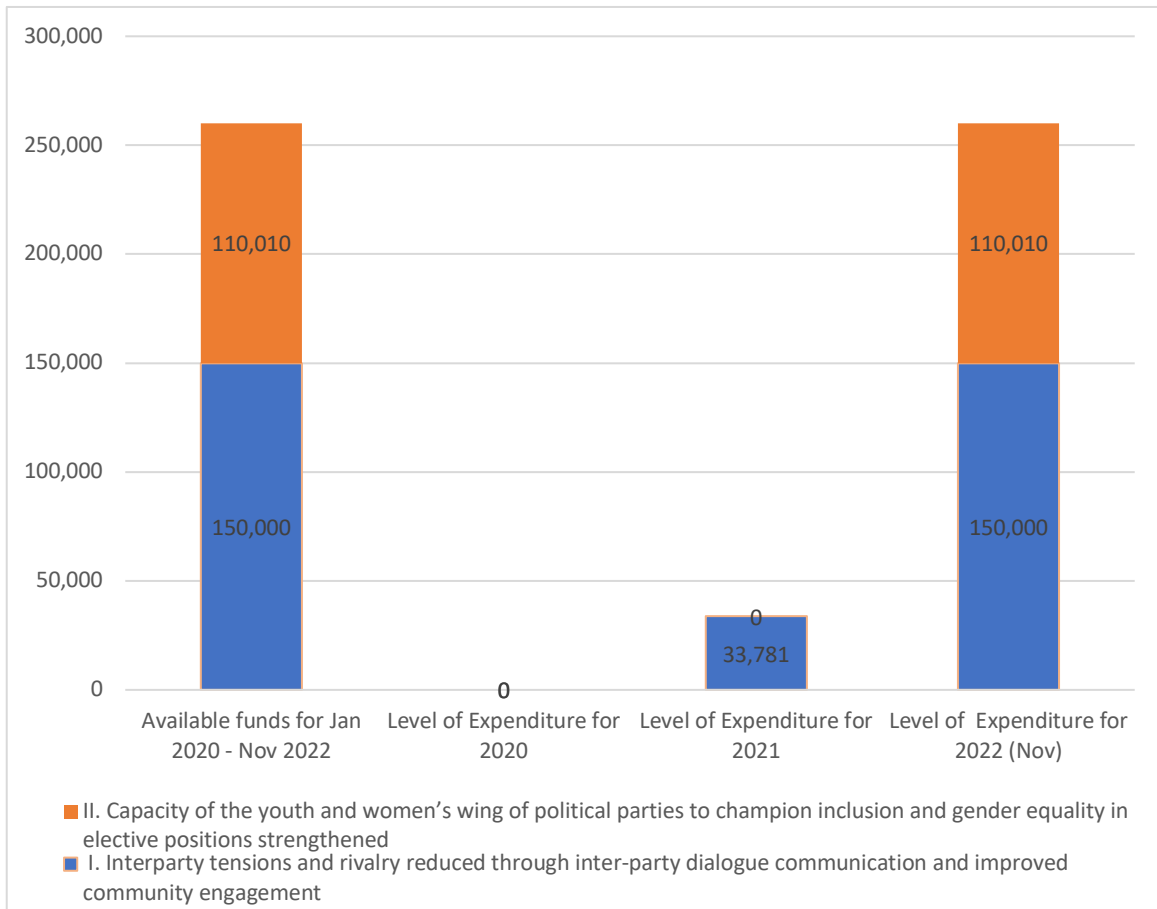
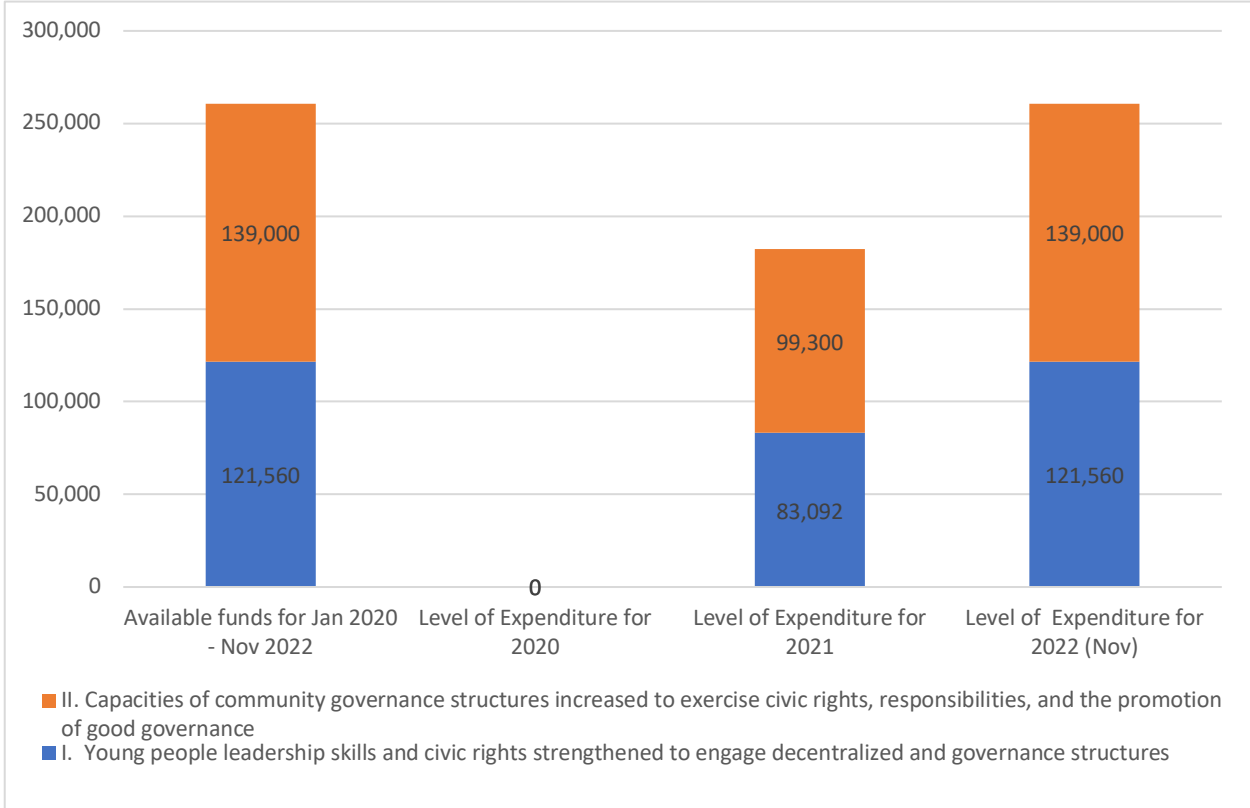


Figure 3: Outcome three - Improved civic engagement of young people and governance systems to promote good governance based on participation, transparency, and accountability by strengthening their capacities and skills on civil rights and duties, citizenship



4.3.3. Robustness of the M&E Systems

The M&E system to monitor the project and provide immediate feedback to improve implementation, performance and progress appropriately and routinely was suboptimal. Even though there is evidence of monitoring the field activities, there was no monitoring framework to track implementation of recommendations. This lack of primary data limited the project’s extent of learning and adaptation and caused delay in making informed decisions on mitigation measures to undertake unforeseen challenges. This challenge also limited the opportunity of the project to undertake mitigation actions and propose course corrections in a timely manner.

It was stated in the project document that a baseline survey will be conducted in the first three months of the project duration, however a baseline survey titled “Governance and Accountability Perception Survey 2021” was conducted in September 2021 at the tail end of the project and the data was not used to update the log frame. The project reported that the survey was postponed due to the outbreak of COVID-19 as it required community engagements. The outcome of the survey

was rejected by the DSPD that cited political implications of the results ahead of December 2021 presidential elections. Implementing projects that significantly interface with politics of the country is sensitive and time consuming as a lot of consultations and consensus building is required, deserving longer implementation period for impact and sustainability.

In terms of the capacity needed for M&E, the project document stated that the project would be supported by the M&E staff of UNDP, UNICEF and PBF secretariat. However, this was not evident and the limited M&E capacity of the project staff was an inhibitor as the project had limited M&E data. As a result, the project was not able to identify areas of improvement or focus and lessons learned during implementation.

A better functioning M&E system could have also contributed to provide up to date and reliable data from its direct beneficiaries for communication purposes, knowledge products or fit to purpose solutions on Governance in The Gambia, beyond those products already developed by the project, e.g. radio and television programmes, and newsletters, among others.

3.4. Effectiveness and Impact

3.4.1 Effectiveness

3.4.1.1 Project Output level achievements

Under this section the evaluation sought to establish the extent to which the planned outputs of the LAP project had been achieved at the end line. In this regard, the findings revealed as follows;

Output 1.1: National platform for dialogue on public policies between Government and Citizens established and functional

RESULT	PERFORMANCE INDICATORS	BASELINE	TARGET	END LINE
Output 1.1 National platform for dialogue on public policies between Government and Citizens established and functional	Indicator 1.1.1 <i>Increased number of dialogues exchanges between government and diversified cross section of the population</i>	0	4	<i>16 dialogue sessions have been held through GRTS (TV and radio). 6 town hall meetings held and aired through community radios</i>
	Indicator 1.1.2 <i>Increased participation of women & youth in the dialogues through the adoption and usage of gender sensitive guidelines by national platforms.</i>	Low	High	<i>1 gender sensitive guideline developed</i> <i>National and regional consultations have included both women and youth leaders.</i>
	Indicator 1.1.3: <i># of Gambian websites/social media platform used to engage citizens on NDP issues.</i>	0	6	<i>3 social media platforms (twitter and Facebook) used by GPU, ACCG and Action Aid to engage citizens on transparency and accountability issues</i> <i>TANGO website, social media platforms and corporate emails developed and has provided space for citizen engagements.</i> <i>DSPD's website, social media platforms and corporate emails developed and used to engage citizens</i>

Indicator 1.1.1: Increased number of dialogues exchanges between government and diversified cross section of the population. At baseline no prior interactions between the Government and its citizens had taken place and as such the LAP project planned to have at least 4 dialogues between government and diversified cross sections of the population.

In this regard, the Department of Strategic Policy & Delivery (DSPD) in the Office of the President as the coordination arm for relevant Ministries, Departments and Agencies (MDAs), aimed to bring the government closer to the people and the people closer to the government; and launched the Open Government Initiative (OGI) that facilitated the interaction between the Government and its citizens through interactive dialogues.

In this regard, the findings revealed that at end line a total of 16 dialogue sessions had been held between government and citizens through The Gambia Radio and Television Station (GTRS); and an additional 6 town hall meetings were held and aired through community radios. The interactions through these platforms enhanced direct interactions between the Government (i.e. the Cabinet Ministers, National Assembly Members, Inter-Party Committee Members and Permanent Secretaries and executors and Ministries, Department and Agencies) and the citizens. They brought elected and appointed officials closer to the citizens, and enabled the leaders to “feel the pulse” of the people and better understand their development needs and priorities which helped to foster and enhance good governance as there was transparency, accountability, responsiveness, and the free flow and access to information. This was further evidenced in in-depth interviews that were conducted with key informants who testified that, *“The direct interactions between citizens, and the government leaders is very effective. As a result of these interactions, we can see strong aspects of good governance. There is transparency and accountability by government officials. Even the trust has improved, the citizens are aware of the challenges the councils go through.”*

Another key informant agreed and added that, *“the flow of information has enhanced transparency, an accountability, and has improved governance, and public service delivery.”*

Indicator 1.1.2: Increased participation of women & youth in the dialogues through the adoption and usage of gender sensitive guidelines by national platforms. To achieve this, the

DSPD highlighted the need to develop guidelines for inclusion, and participation women, and youth in dialogues.

The evaluation found that great strides had been made towards enhancing the inclusion, and participation of women. For instance, by end line, one (1) gender sensitive guideline had been developed, and was being used; and as a result, deliberate, and intentional effort had been made to ensure the inclusion and participation of women and youth in project activities such as the townhall dialogue sessions that were aired live on The Gambia Radio and Television Station (GTRS). Additionally, national and regional consultations to gather the views and perceptions of the participants on the performance of the programme, also ensured the participation of both women and youth leaders.

This ensured that there was a more positive and people-centered, participatory and inclusive approach of governance; that led to increased involvement, and participation of women and youth in issues of governance. As a result, all regional dialogue sessions between local duty bearers and rights holders on implementation of national development plan took into consideration women and youth inclusion. For instance, 70 (18%) of 384 participants who took part in the sessions were women while 27 (7%) were youth; and 105 out of 200 participants who took part in review meetings of citizens demand charters were women while 45 participants were youth. Additionally, the selection of Anti-Corruption champions in high schools ensured that out of 200 champions selected from 20 schools, 120 are girls.

Information from the in-depth interviews conducted agreed with the findings above. Key informants interviewed noted that, *“The implementation of the project was good. Many stakeholders participated; right from the Permanent Secretaries, the technical directors, duty bearers and even the right holders. There was high participation from the youth and women groups, and leaders across all the intervention activities. They women did not just attend but their views, and opinions were captured and taken into consideration.”*

Indicator 1.1.3: Number of Gambian websites/social media platform used to engage citizens on NDP issues. In order to achieve output 1.1, the project also targeted to enhance citizen participation, and engagement in discussions concerning NDP issues through the development of web-based and social media platforms. In this regard, literature reviewed suggested that at baseline there were no websites/social media platform to support engagements of government

and citizens; and the target was to develop six (6) websites/social media platform by the end of the LAP project.

Project documents reviewed revealed that the project exceeded its target and developed 3 social media platforms (twitter and Facebook) used by GPU, ACCG and Action Aid to engage citizens on transparency and accountability issues; and additionally developed TANGO and DSPD websites, social media platforms and corporate emails. For instance, under ACCG over 20 Facebook live streaming links were shared in 2021 alone.³ Also, through these platforms, the Gambia (ACCG) and ActionAid International undertook project activities to support the enactment and awareness creation of the freedom of information Act and anti-corruption bill; and also provided additional space for citizen engagements, and participation in discussions concerning government development initiatives, this also contributed to increased transparency, accountability of the public servants, and contributed to an improvement in the trust between citizens, and public service official.

This was evidenced in an in-depth interview where a key informant testified that, *“through these platforms there are more citizen who are engaged and participating on key issues regarding development. The government officials are also more transparent. And trust between the public service leadership and the citizens had improved a lot.”*

Output 1.2: Strengthened Government coordination and accountability mechanisms for performance management of public sector leadership.

RESULT	PERFORMANCE INDICATORS	BASELINE	TARGET	END LINE
Output 1.2 Strengthen Government mechanisms for coordination and performance management.	<i>Indicator 1.2.2</i> # of public service leaders trained on coordination, performance management, attitudinal and behavioral on the NDP.	0	114	<i>Training of 115 public sector leaders ongoing</i>
	<i>Indicator 1.2.3</i> Adoption and usage of the performance tracking tool by public service leaders.	0	114	<i>No progress.</i>

³ ACCG Q1-2021 report

To achieve the results of output 1.2, the LAP project undertook to implement two key activities as discussed below;

Indicator 1.2.2: Number of public service leaders trained on coordination, performance management, attitudinal and behavioral on the NDP. In line with this, the project planned to build the capacity of public service leaders in the Department of Strategic Policy & Delivery (DSPD) in the Office of the President with the aim of improving public service performance.

In this regard, the literature reviewed revealed that the project planned to train at least 114 public service leaders. It was however found that the project exceeded its target and trained 115 (101%) public service leaders on coordination, performance management, attitudinal and behavioral change and the NDP outcomes, outputs and activities.

It was anticipated that the trainings would enhance the capacity of public service leaders to coordinate, manage, implement, and monitor government development initiatives/ NDP and activities and ultimately increase the effective, and efficient achievement of outputs, and outcomes.

However, although DSPD planned to develop a performance tracking tool to gauge the realization of the milestones of priority action by public service employees under this output, it was unable to due to delays in recruitment of suitably skilled and knowledgeable consultants which caused them to divert the resources to the training of public sector leaders and DSPD staff. Indicating that the public service leaders whose knowledge, and skills were built in tracking of performance of development results lacked the necessary tools to enable them to utilize the skills acquired.

Indicator 1.2.3: Adoption and usage of the performance tracking tool by public service leaders.

It was further noted that due to the projects inability to develop the performance tracking tool, the trained public service leaders could not be supported in the adoption, and usage of the performance tracking tool.

As such, the projects' target of training 114 public service leaders on adoption, and usage of the performance tracking tool was not achieved by the end line. This was attributed to delays

in recruitment of suitably skilled and knowledgeable consultants; and the eventual diversion of the resources to the training of public sector leaders and DSPD staff.

It should however be noted that the knowledge, and skills gained by the public service leaders in coordination, performance management, attitudinal and behavioral change is relevant to increasing effectiveness in public service delivery, and future interventions to develop the performance tracking tool shall ensure that the knowledge, and information gained is put to good use to bring about the desired changes in public service delivery.

Output 1.3: Capacities of Civil Society enhanced for meaningful national engagement and public

RESULT	PERFORMANCE INDICATORS	BASELINE	TARGET	END LINE
Output 1.3 Civil Society capacity for meaningful engagement strengthened.	<i>Indicator 1.3.1</i> <i>Capacity of NGO's/CSOs enhanced on coordination, advocacy, and proposal development.</i>	<i>Low</i>	<i>High</i>	<i>50 CSOs members were trained.</i> <i>Sustainability enhanced by the UNDP UNV at TANGO through regular training and information sharing. The UNV also supports TANGO to develop funding proposals, advocacy, coordination, partnerships building and communication.</i>
	<i>Indicator 1.3.2</i> <i># of radio slots on the content of the strategic plans held to enhance understanding at regional and local dialogue sessions</i>	<i>0</i>	<i>7</i>	<i>60 (45%) community radio station managers and producers from the four project regions have been trained on the content of the regional strategic plans</i> <i>16 radio sessions were held in the four project regions on content of the strategic plans to enhance understanding among the local communities</i>
	<i>Output Indicator 1.3.3:</i> <i>CSOs articulate the content of the regional strategic plans to hold stakeholders accountable</i>	<i>Low</i>	<i>At least 3 regionals townhall per annum</i>	<i>10 town hall meetings were held. 4 demand charters developed, and 4 meetings held to review the implementation, holding council leaders accountable.</i>

In an effort to deliver results of output 1.3, the LAP project undertook to implement three key activities as discussed below;

Indicator 1.3.1: Capacity of NGO's/ CSOs enhanced on coordination, advocacy and proposal development.

The evaluation found that at the beginning of the project, non-state actors had very low capacity to advocate and scrutinize public policy; as such, as its key output the project undertook to train non-state actors (i.e., NGOs and CSO) on project cycle management, proposal development, advocacy, networking, coordination and budget analysis. In this regard, the evaluation found that although the project did not have a quantifiable/ measurable target; over the period of implementation, the project had trained 50 CSOs members, on project cycle management, proposal development, advocacy, networking, coordination and budget analysis.

It was noted that the regular trainings, and information sharing sessions enhanced the capacity of the CSOs to scrutinize public policy, and engage in upstream advocacy. It was additionally noted that the trainings also enhanced the CSOs capacity in project management, resource mobilization through the development of funding proposals, coordination, partnerships building and communication increased the sustainability of the results achieved as it shall ensure their ability to continue operations beyond the project life.

This was evidenced in in-depth interviews where the key informant reported that, *“The capacity CSOs in advocacy, and project management improved due to these trainings. Many of them have taken part in policy advocacy, they are able to write proposal for funding. This is even enhancing the sustainability of the results being achieved. It secures their ability to continue with operation beyond the project life.”*

Indicator 1.3.2: Number of radio slots on the content of the strategic plans held to enhance understanding at regional and local dialogue sessions.

The review of project documentations revealed that the project planned to support the regional and local levels, to produce simplified version of the Regional Strategic Plans of the 4 Local Councils, reformulate key messages into jingles using local dialect to be aired in community radio stations, train Producers and Station Managers of Community radios on the content of the strategic plans.

To achieve this objective, the project undertook to train 60 (45%) community radio station managers and producers from the four project regions on the content of the regional strategic plans, and 16 radio sessions were held in the four project regions on content of the strategic plans to enhance understanding among the local communities.

The evaluation findings from project literature reviewed revealed that the trainings on the content of strategic plans, informed the development of simplified versions of the Regional Strategic Plans of the 4 Local Councils; which increased citizens/ local communities' knowledge, and awareness of government development initiatives in the strategic plans. It also increased citizens access to free information which increased in turn boosted their confidence to hold the duty bearers accountable, and enhanced transparency, and accountability of duty bearers.

Interviews conducted with respondents during the evaluation were in agreement with the finding above and testified that, *“The trainings conducted on the content of the strategic plans were very good. They helped in the increasing citizens awareness of the development initiatives, and also increased the participation in dialogue sessions, and through the demand charters were able to hold the duty bearers accountable.”* He added that, *“This has contributed to the increased transparency, and accountability of the duty bearers.”*

Another key informant noted that, *“The simplified messages that were used by the Jingles, and drama skits that were derived from the strategies were very effective in creating awareness among the community members”*

Indicator 1.3.3: CSOs articulate the content of the regional strategic plans to hold stakeholders accountable

The project planned to hold at least 3 regional townhall per annum on the realization of outcomes and impacts of the regional strategic plans, and establish Anti-Corruption school clubs to help children, youth and the girl child inculcate the implications of graft on the individual and society; and to develop Citizen's Local Council Demand Charter.

In this regard, the project supported the citizens in 4 regions to develop citizen demand charters that were derived from the simplified strategy, and showed the needs the citizens wanted the council address. These were presented in interface meetings where the councils reported to the

citizens on the progress of implementing the demands.

The evaluation found that overall, a total of 10 town hall meetings were held to discuss progress on implementing citizen demands; indicating that the project not only achieved its target and exceeded it by 1 meeting; but there was increased transparency, and accountability of duty bearers to the citizens. Also, the citizens had access to information to enable them engage in dialogue, and also hold their leaders accountable.

Evaluation findings from in-depth interviews conducted were in agreement with the findings above. For instance, a key informant testified that, *“the citizen demand charters that were developed increased citizen participation in dialogue, and they started to demand accountability from the duty bearers.”* She added that, *“this also increased the transparency and accountability of the councils and duty bearers especially during the interface meetings where citizens demanded for progress on implementation of their demands. This caused an improvement in service delivery.”*

Output 2.1: Interparty tensions and rivalry reduced through inter-party dialogue and communication and improved community engagement.

RESULT	PERFORMANCE INDICATORS	BASELINE	TARGET	END LINE
<i>Output 2.1 Interparty tensions and rivalry reduced through inter-party dialogue, improve community engagement and communication amongst political parties</i>	<i>Output Indicator 2.1.2: No of Inter-party dialogues convened on topical thematic subjects</i>	0	4	<i>6 inter-party dialogues held to date on elections bill 2020; IPC MOU and Code of Conduct; women participation in polices; peaceful elections where a peace pledge was validated and signed by party leaders.</i>
	<i>Output Indicator 2.1.3: # of key messages developed on political tolerance by interparty committee on non-violence, reconciliation and the # of airing of messages and jingles.</i>		N/A	<i>In progress. Key peace messages have been drafted and translated into jingles and aired in TVs and radios during the campaign periods.</i>

In an effort to deliver results of output 2.1, the project undertook to implement two key activities as discussed below;

Output Indicator 2.1.2: Number of Inter-party dialogues convened on topical thematic subjects.

Under this output, the project specifically focused on training IPC members as a representative group of registered political parties in the facilitation of dialogue process and mediation efforts to support and lead to the development of promotional materials at a workshop to produce jingles in local dialects.

As such, under the joint technical and operational expertise of the PDA (i.e., who offered advisory services in the day-to-day operations of the activities) and UNOWAS (i.e. rendered support in facilitating technical sessions relating to strengthening ability to convene intra-inter party dialogue amongst political parties), the IPC and IYPC were trained on constituency-based platform formulation and effective constituency representation as well as on how to engage in productive and regular dialogue and reduce polarization and intra and inter-party violence.

As a result, the project conducted 6 inter-party dialogues compared to 4 that had been targeted at baseline on elections bill 2020, IPC MOU and Code of Conduct, women participation in polices, peaceful elections where a peace pledge was validated and signed by party leaders.

The project did not only exceed its target by the end of the project; it also increased inter-party dialogues through fora such as the quarterly breakfast meetings among the political leaders which helped to bridge gaps in communication, promote trust and collaboration amongst leaders of political parties. This was evidenced in key informant interview were the respondents reported that, *“The breakfast meetings were instrumental in closing the gaps in communication. They promoted trust and collaboration amongst leaders of political parties. The parties signed the peace pledge (aka Janjanbureh Peace Accord) and committed to promote credible, transparent, and peaceful presidential election in 2021. This greatly contributed to peaceful elections in 2021.”*

Additionally, through the establishment of the Women and youth branches of Inter-party Committee there was an increment in Women and youth political participation in strategic IPC and partners meeting.

Output Indicator 2.1.3: Number of key messages developed on political tolerance by interparty committee on non-violence, reconciliation and the # of airing of messages and jingles.

The project additionally planned to develop key messages in local dialects on political tolerance, non-violence and reconciliation ahead of planned inter-party dialogues on thematic subjects.

In this regard, the evaluation found that messages on tolerance, non-violence, and reconciliation were drafted and translated into jingles and aired in TVs and radios during the campaign periods. Additionally, the IPC in collaboration with the IPYC were supported to organize joint inter-party press releases/conferences on topical political developments to ease tensions and deepen reconciliation amongst political operatives. This greatly contributed to increased tolerance amongst citizens, and the peaceful, and non-violent elections that were held in 2021.

This was evidenced in an interview with a key informant who noted that, *“The efforts to develop, and air messages on peace and tolerance were very important, they helped to bring about reconciliation, and also are the reason why the elections were peaceful.”*

However, the noted that there were no set targets to support the evaluation of project effectiveness in achievement of this target. Indicating a need to strengthen monitoring, and evaluation to ensure that indicators are measurable, to inform assessment/ evaluation of progress towards attainment of targets.

Output 2.2: Capacity of the youth and women’s wing of political parties to champion inclusion and gender equality in elective positions strengthened

RESULT	PERFORMANCE INDICATORS	BASELINE	TARGET	END LINE
Output 2.2 <i>Capacity of the youth and women’s wing of political parties to champion inclusion and</i>	<i>Indicator 2.2.2 No of mentoring sessions held for potential women party candidates.</i>	0	60	<i>In progress. The establishment of Women Branch of IPC has created space for implementing several activities including coordinating the mentoring sessions and supporting female candidates in elections.</i>

<i>gender equality in elective positions strengthened.</i>	<i>Output 2.2.3: Adoption and utilization rate of plan and strategy by women's political wing.</i>	<i>0</i>	<i>Target: 50% of women's wings utilize plans and resource mobilization strategy</i>	<i>Integrated in IPC 5 years strategic plan.</i>
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Output 2.2 of the project aimed to complement initiatives under the PBF Women and Youth Participation project by advancing the affirmative action of the 30% women representation in Governance, support participation youth in governance and political process. As such, the project undertook two key activities to support achievement of results under this output, as discussed below;

Indicator 2.2.2 Number of mentoring sessions held for potential women party candidates.

Specifically, the project utilized lobbying and engagement strategies with political parties, National Assembly Members, national and local authorities to achieve youth inclusion and reaching a 30% quota for women representation in governance as well as support to a stronger and more productive relationship between the broader political parties with the youth and women wings.

The evaluation noted that the baseline was set at 0 value and the project planned to conduct 60 mentoring sessions for potential women party candidates. The review of project documentation revealed that by the time of the evaluation, some progress had been made towards the achievement of this indicator. For instance, it was noted that the Women Branch of IPC was established and space for implementing several activities including coordinating the mentoring sessions and supporting female candidates in elections were created.

It was however noted that the mentoring sessions had not yet been implemented by the time of the evaluation. This was attributed to

Output Indicator 2.2.3: Adoption and utilization rate of plan and strategy by women's political wing. Additionally, under output 2.2, activities to support the exposure of potential female party candidates or aspirants to assume public leadership positions were conducted. For instance, south-south study visits were conducted to enable them to inculcate best practices in

women aspiring for elected positions ahead of the 2021 multi-tier elections. Further still, the project planned to support the women wing of political party (WWPP) through planning and development of both a WWPP strategic plan and resource mobilization strategy.

The evaluation found that against the 0 value at baseline, the project targeted to have 50% of women’s wings utilize plans and resource mobilization strategy. At the end of the project, documents reviewed were silent on the Adoption and utilization rate of plan and strategy by women’s political wing but noted that key changes had been integrated in IPC 5 years strategic plan.

Output 3.1 Capacities of community governance structures increased to exercise civic rights, responsibilities and the promotion of good governance

RESULT	PERFORMANCE INDICATORS	BASELINE	TARGET	END LINE
<i>Output 3.1 Capacities of community governance structures increased to exercise civic rights, responsibilities and the promotion of good governance</i>	<i>Indicator 3.1.1 Young people leadership and civic rights strengthened to engage decentralized and governance structures</i>	0	2500	<i>1764 children and young people in URR, CRR and LRR including CNAG members and U Report ambassadors reached with training and awareness raising on governance, corruption, accountability, civic duties, and human rights.</i>
	<i>Indicator 3.1.3 # of young people who participate U Report proposing polls and themes on civic education and governance.</i>	5000	10000	<i>19,546 The project was able to increase the number of U Report subscribers and was able to reach 19 546 adolescents and children through U Report, almost doubling the target.</i>

Output Indicator 3.1.1: Young people leadership skills and civic rights strengthened to engage decentralized and governance structures.

Under this objective, the project planned, and set out to train young people (in and out of school) in leadership and civic rights and duties to prepare their transition to adulthood thereby inculcating in them the values of citizenship, including school and public good management. Additionally, the project supported the Children National Assembly to organize open school days and community dialogue sessions where the issues of the young people and the community were discussed and shared with decentralized structures and decision makers at

national level for consideration in the decision-making process.

As a result, the evaluation found that against the 0 value at baseline, the project targeted to strengthen the leadership and civic rights of 2,500 young people to engage in decentralized and governance structures; and found that by the end of the project 1,764 children and young people in URR, CRR and LRR including CNAG members and U Report ambassadors were reached with training and awareness raising on governance, corruption, accountability, civic duties and human rights. Indicating that the project achieved 70.6% of its target, projects inability to achieve its target was attributed to effects of COVID 19 restrictions in movement, and public gatherings that caused delays in implementation activities.

Output Indicator 3.1.3: Number of young people who participate U Report proposing polls and themes on civic education and governance.

The project undertook to increase awareness and access to information for young people through the U-Report and other media outlets including community radio; and support the Children National Assembly to organize open school days and community dialogue sessions where young peoples and community development issues could be discussed and shared with decentralized structures and decision makers at national level for consideration in the decision-making process.

In order to achieve this objective, youths and adolescent ambassadors were trained in U-report. For instance, 435 (227 female and 208 males) U Report youths and adolescents ambassadors in Lower River Region (LRR), Central River Region (CRR) and Upper River Region (URR) were trained on the use of U-Report; and Dialogues were conducted with 60 (27 female and 33 male) adolescents from 3 regions, including, CNAG and other youth groups. It was found that the U-report youths and adolescents' ambassadors were equipped with knowledge on child rights issues.

The evaluation noted that this enabled the youth to advance their voices and create awareness on key issues affecting young people, and also. For instance, Literature reviewed revealed that U-report youth, and adolescent ambassadors undertook community engagements and school visits to raise youth, and adolescent awareness in civic rights and duties, human rights & child rights in their regions; and this helped to increase participation of young people, and adolescents in decision making processes especially on issues that affect them.

At the time of the evaluation, U Report membership had risen from 5,000 young people at baseline to 19,546 (195.5%) and surpassing the project target of 10,000 young people that was set; while the Children’s National Assembly the Gambia had 105 members who were supported through this project.

This greatly increased young people’s awareness and access to information through U-Report and other medias including community radio. It was also noted that it increased young peoples informed participation in public life, and strengthened youth, and adolescent engagement in civic rights, decentralized and governance structures. For instance, project literature noted that, dialogues on birth registration, female genital mutilation, migration, nutrition and climate change were conducted with 60 (27 female and 33 male) adolescents from 3 regions, including, CNAG and other youth groups.

Output 3.2: Capacities and governance structures increased to exercise civic responsibilities and promote good governance

RESULT	PERFORMANCE INDICATORS	BASELINE	TARGET	END LINE
<i>Output 3.2 Capacities and governance structures increased to exercise civic responsibilities and promote good governance</i>	<i>Indicator 3.2.1 # of community members who are aware of their civic rights and know how to engage with governance structures</i>	<i>0</i>	<i>2250</i>	<i>2055 (including CNAG, U Report ambassadors, teachers, students and communities)</i>
	<i>Indicator: 3.2.2 Community structures (VDC/WDC, MDFTs, Mothers’ clubs TAC) that are aware of their civic duties and report progress to community members.</i>	<i>30</i>	<i>20</i>	<i>19 decentralized structures i.e. Village Development Committees, Multidisciplinary Facilitation Teams and Mothers’ Clubs in URR, CRR and LRR engaged.</i>
	<i>Indicator: 3.3.3 # of recommendations coming out of meetings organized by young people’s network in the selected communities that include key decision makers and community members.</i>	<i>30</i>	<i>20</i>	<i>More than 20 recommendations on conflict generating factors such as land and farmland ownership, space for youth football activities, caste system and decision making, migration of youth, gender-based violence and child marriage, FGMC, birth registration, climate change,</i>

				<i>bushfire, migration and cross border activities came out of meetings organized by young people.</i>
	<i>Indicator 3.2.4 # Recommendations coming out of reflection sessions implemented.</i>	<i>0</i>	<i>20</i>	<i>Ongoing. Some of the recommendations are long term and their implementation will require additional resources and structures.</i>

Indicator 3.2.1: Number of community members who are aware of their civic rights and know how to engage with governance structures.

In order to deliver on this output, the project undertook to train the School Governance structures (*i.e., teachers, school management committees and monitors*) on civic education. The trainings were very instrumental in building the capacity of the teachers, and other school staff members to train, and also help young people understand civic rights, responsibilities, laws, institutions and systems and to support them to acquire the skills to engage with institutions peacefully.

As a result, against the baseline value of 0, the project targeted to increase civic rights awareness of 2,250 community members and increase their knowledge on how to engage with governance structures. In this regard, the evaluation found that under the project 2,055 community members (*i.e., CNAG, U Report ambassadors, teachers, students and communities*) were made aware of their civic rights and had knowledge on how to engage with governance structures. This indicated that the project had achieved 91.3% of its target.

This led to increment in community members, and young people’s level of awareness of their civic rights. Their confidence, and knowledge to peaceful engage with governance structures increased leading to increased community, as well as young people participation and engagement with governance structures, which fostered community ownership of results as a precursor for sustainability. This was evidenced in a key informant interview where the respondent testified that, *“The trainings on civic rights increased community involvement and participation in dialogues with governance structures in the community. This also contributed to community ownership of results. This shall help increase sustainability of the results that the project has achieved.”*

Indicator: 3.2.2: Community structures (VDC/WDC, MDFTs, Mothers' clubs TAC) that are aware of their civic duties and report progress to community members.

The project further undertook to train community structures (*i.e., Village Development Committees, Multidisciplinary Facilitation Teams and Mothers' Clubs and other relevant decentralization structures*) in civic education, laws, and peaceful engagement among others.

In this regard, the evaluation found that with the baseline value of 30 the project targeted to increase awareness civic duties and progress reporting for 20 community structures. The evaluation findings revealed that at the time of the evaluation, the project had increased civic rights awareness for 19 decentralized structures (*consisting of Village Development Committees, Multidisciplinary Facilitation Teams and Mothers' Clubs in URR, CRR and LRR*). Indicating that the project had achieved 95%.

It was further found that the trainings not only promoted and increased awareness of civic education, and duty among the community structures but also increased inclusiveness in decision-making. They built the capacity of the community structures to participate, and engage in decision making processes such as reflection meetings with governance structures on critical issues emerging from community discussions/engagement among mothers' clubs, Village, Support Groups, young people's groups and other decentralized structures.

Indicator: 3.3.3: Number of recommendations coming out of meetings organized by young people's network in the selected communities that include key decision makers and community members.

The project supported the young people's networks to conduct dialogues with community members, decentralized structures and key-decision makers on Constitution, Corruption, Governance, National Development Plan, localization of SDGs etc.; and trained duty bearers on skills to listen, engage and respond to the needs and perspectives of young people focusing on good governance and public good.

As a result, there was increased responsiveness of the duty bearers to the needs and priorities of the young people on good governance, and public good. For instance, the project achieved, and exceeded its target and had more than 20 recommendations on conflict generating factors such as land and farmland ownership, space for youth football activities, caste system and decision making, migration of youth, gender-based violence and child marriage, FGMC, birth

registration, climate change, bushfire, migration and cross border activities came out of meetings organized by young people.

Indicator 3.2.4: Number of recommendations coming out of reflection sessions implemented.

The focus under this indicator was on organizing reflection sessions to analyze critical issues emerging from community engagement and early warning mechanisms to improve people’s participation in governance; in this regard against the baseline value of 0, the project aimed to implement at least 20 recommendations that had come out of reflection sessions.

However, the evaluation noted that at the time of the evaluation, there was no monitoring framework to support the tracking of implementation of recommendations. It was noted that the development of monitoring framework for implementation of recommendations derived is essential to ensuring

3.4.1.2 Outcome level achievements

Outcome 1: Improved transparency and accountability between public service leadership and the population.

PERFORMANCE INDICATORS	BASELINE	TARGET	END LINE
<i>Indicator 1.1 Increase in the level of trust and confidence of people on public service leadership.</i>	<i>Low</i>	<i>20%</i>	<i>Progress has been registered following dialogue sessions held between public service leader and citizens at the national and local levels.</i>
<i>Indicator 1.2 Level of exchanges and answerability of public service leadership to right holders increased</i>	<i>0</i>	<i>35</i>	<i>To be determined upon completion of ongoing activities. Engagements between rights holders and duty bearers are ongoing at national and regional levels through media and town hall meetings</i>

Indicator 1.1: Increase in the level of trust and confidence of people on public service leadership.

Under outcome one, the Project supported the Department of Strategic Policy and Delivery (DSPD) in establishing Open Government Initiative (OGI) to bring the government closer to the people and the people closer to the government through dialogue and improve performance and accountability of public service leadership, CSOs and media communication on public policy. The OGI project, through the “OGI Hour” also provided catalytic supported platforms through which the Government (i.e., Cabinet Ministers, National Assembly Members, Inter-

Party Committee Members and Permanent Secretaries and executors and Ministries, Department and Agencies) and the population directly interacted, thereby enhancing transparency, accountability, and the free flow of information in the process of the business of governance. During the implementation phase, the project also focused on improving the performance of DSPD through capacity building of the staff and establishment of dashboard performance tool to consolidate real time data from different government sectors. Related to this is the capacity building training for public service leadership to strengthen coordination, performance management, attitudinal and behavioral change and the NDP outcomes, outputs, and activities.

The evaluation noted that the project documents were silent on progress made towards achievement of the outcome but noted that under the Open Governance Initiative (OGI), over ten engagements/dialogue sessions between the duty bearers and citizens at the national and at regional levels on the implementation of national development plan were held during the implementation of the project activities through television, radios, and town hall meetings. This provided space for engagements, improved accountability, transparency, and levels of trust between the leaders and citizens. A key informant was in agreement with the findings above, and noted that, *“Trust between the citizens and the councils has improved very much. This is because the council is more transparent than they used to be.”*

Indicator 1.2: Level of exchanges and answerability of public service leadership to right holders increased.

Further, under this indicator, the project interventions focused on strengthening the capacity of non-state actors (i.e., NGOs and CSO) for meaningful national engagement through advocacy and scrutinizing of public policy. The Gambia Press Union and Anti-Corruption Coalition Gambia (ACCG) were supported to engage in upstream advocacy for the enactment and popularization of the Access to information Act and Anti-Corruption Act, while at the downstream regional and local levels, Action Aid International produced simplified versions of the Regional Strategic Plans in the four (4) Local Councils; developed Citizen’s Local Council Demand Charters; reformulated key messages into jingles using local dialect and aired in community radio stations; training Producers and Station Mangers of Community radios on the content of the strategic plans; and convened regional townhall and media accountability engagements on the realization of outcomes and impacts of the regional strategic plans.

Although the literature reviewed was silent on the actual progress made towards achievement of the project target; it noted that the implementation of activities towards this outcome were on track, and ongoing although project literature reviewed noted that and to be determined upon completion of ongoing activities.

Engagements between rights holders and duty bearers are ongoing at national and regional levels through media and town hall meetings.

It was additionally noted that the Local councils were more responsive and accountable to the citizens. Following the simplification of strategic plans for local councils and sensitization of the communities in the four local councils of Basse Area Council, Mansakonko Area Council, Kerewan Area Council and Kanifing Municipal Council, citizen demands charters were developed with priority development needs of communities. The councils have been implementing the Charters and several review meetings have been held where the leadership of the council presents progress made during the implementation process. Recent monitoring visits to the council reveal the importance of the charters in making the councils responsive after getting direct pressure and demands from citizens to implement the charters. The review meetings have provided a dialogue space between citizens and council leaders, leading to a better understanding by citizens on the work of local leaders and challenges, eventually eroding mistrust and negative perceptions of local leaders. This is important in promoting peace and social cohesion at the local council level.

The information from in-depth interviews conducted was in agreement with the findings above. This was evidenced in an in-depth interview with a key informant who reported that, *“At first the communities did not understand the strategies. They were not clear: but now due to the simplification, the communities can now can access the strategies and understand them.”* Another key informant added that, *“Citizens were supported to develop demand charters that were presented to the management of the councils and show what they want which was derived from the simplified strategy*

Another key informant added that, *“The interface meetings were very good. At the meetings, the councils reported to the citizens on the progress of implementing the demands. And in one the president attended. The councils actually delivered to citizens what they requested”* and added that, *“There is transparency and accountability. The citizens are of the challenges the councils were going through/ citizen participation was enhanced and citizens were tasked to*

pay their taxes on time.”

At the upstream level, project interventions have led to the successful passage of the Access to Information law that was signed by President Adama Barrow on 25 August 2021. The law is the first step towards enabling the right to access to information in The Gambia and once fully implemented, it will enable citizens and CSOs to have information to engage and hold leaders accountable. The establishment of over 20 Anti-corruption schools’ clubs at high schools’ level in KMC; URR, LRR and CRR has inculcated the culture of transparency and accountability among the students. Visits to the schools have revealed increased awareness of civic duties by the youth towards fighting corruption and promoting the culture of accountability and transparency among fellow students, within their families and communities.

Outcome 2: Increased youth and women inclusion, political participation, tolerance and peaceful engagement amongst political parties. Rate the current status of the outcome progress on track.

Indicator 2.1: Increased level of participation of women and youth in political party processes
Additionally, interventions under this outcome also aimed at reaching 30% quota for women representation in governance to ensure inclusion and gender representation of women and youth in elective politics and advocacy activities.

As such, the project undertook to establish women and youth branches of IPC and also conducted capacity building trainings to increased inclusion and gender equality in elective politics and advocacy activities.

The evaluation found that with the establishment of the Women Branch of Inter-party Committee (WOBIPC), Women’s political participation had improved; and the leadership of WOBIPC was also attending strategic IPC and partners meeting, advocating for increased women political participation in The Gambia. The evaluation also noted that WOBIPC was very instrumental in encouraging, mentoring and facilitating potential women candidates to assume public leadership positions; and in advocating for equal representation of women in parliament and executive branches of governments.

It was also found that the establishment of the youth branch of IPC, and their training on

leadership, political dialogue skills, and participated in sport activities for promoting peace in the regions; greatly contributed to increased participation of youth in inter-party activities, and in the Youth branch in IPC meetings, activities related to consolidation of democracy and peace in the country. This further increased participation of the youth in party politics and advocacy for youth participation in decision making through this and other projects.

Indicator 2.3: Reduction in political parties' clashes

Under the second outcome, the project strengthened the capacities of Political Parties to facilitate dialogue and mediation efforts across party lines through interparty dialogue and community engagement sessions to improve communication amongst political parties and reduce interparty tensions. As such, the project undertook to conduct capacity building trainings of the IPC Members and political party operatives with the aim of promoting political tolerance, non-violence, and reconciliation before and after elections through the use of mediation efforts, and peaceful messaging.

In this regard, the evaluation found the inter-party dialogues through such events as the quarterly breakfast meetings bridged gaps in communication, promoted trust and collaboration amongst leaders of political parties, which notably contributed to increased tolerance and peaceful engagement amongst political parties before and during the presidential and parliamentary elections. This was evidenced with the signing of the peace pledge (aka Janjanbureh Peace Accord) by all 18 political parties, which committed all parties and leaders to promote credible, transparent, and peaceful presidential election on 4th December 2021.

Outcome 3: Improved civic engagement of young people and governance systems to promote good governance based on participation, transparency, and accountability by strengthening their capacities and skills on civic rights and duties, citizenship, and peacebuilding.

Indicator 3.1: Increased confidence of young people on transparency, accountability and civic duties in governance structures.

The evaluation found that in order to address outcome 3, the project trained young people (in and out of school) in leadership and civic rights and duties. the project trained U Report ambassadors (youths and adolescents) on the use of U-Report to advance their voices on child rights, human rights, citizenship, and participation. They also organized school, community

engagements and school visits in the different project regions to raise awareness in civic rights and duties, human rights & child rights in their regions.

As a result of the trainings, young people's confidence to take on their civic duties, and demand for transparency, accountability from duty leaders increased. For instance, under the U Report project interventions, the project improved civic engagement for 19,546 youth and adolescents, and 105 members of the Children's National Assembly the Gambia.

This was additionally evidenced by the gender representative dialogue meetings, information sharing, reflection sessions that were conducted with youth, adolescents, and children, including children with disabilities that were held on issues such as birth registration, female genital mutilation, migration, nutrition and climate changes.

A key informant agreed with the findings above and noted that, *"The process was very inclusive. Invitations ensured the representation of all vulnerable people to ensure their voices are heard during all council meeting"*

Another added that, *"Representatives of PWDs, and women, youth were invited, and they attended."* He also added that, *"Open school days, dialogue and children participated so their needs and concerns are reflected in the strategic plans."*

Indicator 3.2: Number of young people who engage their peers in schools and communities on civic education and governance.

The focused on young people's awareness of civic education, and duty; and governance issues. The evaluation noted that through school clubs, CNAG and U Report ambassadors.

It was further noted that the awareness and access to information for children and adolescents in and out of school and within the community on civic education and duty increased; and further caused an increment in young peoples informed participation in public life. With 871 (87.1%) young peopled, and adolescents (including in school clubs, CNAG and U Report ambassadors) against the targeted 1000 engaging their peers in schools and communities on civic education and governance.

It was noted that through these platforms, young people knowledge on civic education and duty; as well as their confidence to engage participate in decision making process on governance with duty bearers increased. For instance, it was noted that they actively participated in U-report dialogues and presented and discussed their issues and community

development issues that were later shared with decentralized structures for consideration in the decision-making process.

Indicator 3.3: Community structure members who engage with CNAG

The project also trained teachers and school staff, community structures (VDC, MIDFTs, Mothers’ clubs and other relevant decentralization structures) in civic rights, and duty, laws, and peaceful engagement. Further still, the decision-makers were also trained to boost their capacity in listening, engaging and responding to the needs and perspectives of young people.

As a result, young peoples, as well as communities’ knowledge, and awareness of civic rights, laws, institutions and systems and improved their skills in peaceful engagement. Which contributed to increased inclusiveness and participation of young people groups and community structures in decision-making processes.

For instance, the evaluation found that the against the baseline 5, and the target of 21; the project interventions resulted in 19 decentralized structures (i.e., Village Development Committees, Multidisciplinary Facilitation Teams and Mothers’ Clubs in URR, CRR and LRR) engaging with CNAG

OVERALL ASSESSMENT OF PROJECT EFFECTIVENESS

	1	2	3	4	5
Score	Very Poor	Rather Unsatisfactory	Satisfactory	Good	Excellent/Highly Relevant

3.4.1.3. Project Management

The significance of programmes/ project management can never be overelaborated. The suitability and quality of programme/ project management arrangements facilitate the optimum utilization of resources to support the delivery of the desired results. It allows programme teams to focus on the work that matters, free from the distractions caused by tasks going off track or budgets spinning out of control.

Relatedly, the project management was well structured to ensure effectiveness in project delivery. For instance, the project had a UN Programme Team, with a Programme Specialist and Child Protection Officer at UNICEF. There were programme leads at a technical level within UNDP and UNICEF responsible for Project Quality Assurance and ensured the project was implemented per agreed programme documents. Any deviations were reported to the steering committee, and approval was sought with PBSO. This also maintained independent project oversight and monitoring functions as well as providing project support in administration, management, and technical support to the Project Coordinator as required by the needs of the project or Project Coordinator.

The project also recognized the importance of the Governance and Peacebuilding Coordinator and, as such, fully catered for the cost. He was responsible for overall project management, monitoring, and reporting. He was responsible for engaging stakeholders and facilitating partnerships with other ongoing programmes of complementary nature. To ensure his full concentration on project activities in liaison with relevant staff of partner organizations, he was embedded within the UNDP programme staff.

Additionally, under the project, one (1) national UNV (Proposal development and Capacity building officer) specialized in proposal development, advocacy, and communication was recruited on a full-time basis and embedded in TANGO to review its systems, processes, and procedures and conduct capacity building training on CSOS/NGOs on project cycle and proposal development, advocacy and networking, coordination and budget analysis.

Further still, UNICEF also recruited one national UNV National Programme Officer partially funded by the project to work closely with the team to support the groundwork. In addition, the project also recruited an international staff Programme Specialist who was partially funded to

provide overall coordination across areas related to peacebuilding, civic engagement of young people, and governance systems.

3.3.1.4. Organization Management, Partnership, and Coordination

In order to provide an integrated approach to the project's implementation and benefit from the synergies, interventions under UNDP and UNICEF took place in the Greater Banjul area, Kanifing Municipal, Upper River Region, Lower River Region, and North Bank Region Councils' areas.

The UNDP aspect of the project was implemented with the support of Partner organizations that included the Department of Strategic Policy and Delivery (DSPD) in the Office of the President (OP), The Gambia Press Union, and Anti-Corruption Coalition - (The Gambia), Inter-Party Committee (IPC), an umbrella civil society organization such as The Association of Non-Governmental Organizations (TANGO), Action Aid International The Gambia which champion local level accountability at the community level.

While the Department of Strategic, Policy, and Delivery in the Office of the President was directly responsible for providing overall policy support and guiding the overall policy formulation, coordination, and Implementation processes, and the Inter-Party Committee, as an umbrella organization of all registered political parties, served as a platform for mediation and dialogue processes would exert its non-partisan disposition to shape the drive towards national cohesion in The Gambia.

On the other hand, the activities for the project interventions under the UNICEF aspect were implemented in the Lower River Region, Central River Region, and Upper River Region. Overall, a total of Fifteen (15) Communities were selected for the pilot with the support of the national technical and implementing partners, including but not limited to the National Council for Civic Education (NCCE), The National Youth Council (NYC), Ministry of Gender, Children and Social Welfare (MoGCSW), Department of Community Development, Ministry of Basic and Secondary Education (MoBSE).

The activities under the UNICEF intervention targeted members of young people's networks, including young people in and out of school to conduct activities at the community level and play a key role in engaging other community members in civic duties. Interventions also

targeted several decentralized structures, such as VDCs and the mothers' clubs, for training that would boost their confidence to demand accountability from local and national governance structures. UNICEF also worked with the Children's National Assembly to conduct activities nationwide, engaging communities and allowing children to influence decision-makers in matters affecting children and their communities.

However, the evaluation found that there needed to be more coordination between the implementing partners, which affected the implementation of some of the project activities. It limited the efficiency and effectiveness of implementation due to the need for more synergy among the partners. This was evidenced in a key informant interview where the respondent reported, "We were able to develop the jingle messages and drama skits, and even contacted the radio and TV stations to air them, but they were not aired because we did not have funds for that. If there was good coordination among the partners, we could have cross implemented some activities, enabling us to use the same resources for greater reach and impact."

4.4.2 Impact

The evaluation findings revealed that there was a great improvement in communication due to the capacity-building training of the IPC Members and political party operatives. This also promoted trust and collaboration amongst political parties, which reduced interparty tensions. This, in turn, contributed to increased tolerance and acceptance among community elders, including decision-makers, to create a safe space for dialogue and discussion with young people. It is also worth noting that the inter-party dialogues among the political leaders and the signing of the peace pledge (aka Janjanbureh Peace Accord) contributed to increase commitment by all parties to have a credible, transparent, and peaceful presidential election. The presidential and national assembly elections on 4th December 2021 evidenced this.

This was evidenced in an in-depth interview where the respondent noted, *"The capacity building was very good, and because of it, there is a great improvement in accountability & trust between the public service leadership and the population, and between public servants and citizens."*

Another key informant agreed and noted, *"The awareness creation activities were necessary and effective. The community members had a better and clearer understanding of what the taxes were used for. Before that, they thought the taxes were used for overhead costs, cars, etc., but now with the knowledge of what the taxes are used for, the revenue collections have*

increased.”

In addition, the evaluation also found that as a result of the dialogue sessions held between public service leaders and citizens at the national and local levels on corruption, local governance, child rights and duties, and social cohesion have greatly increased knowledge of “zero-tolerance to corruption,” and children rights among the school children and adolescents, ultimately ushering in transparency and accountability between public service leadership and the population. For instance, a key informant interviewed reported, *“There is increased transparency and accountability of the public servants and duty bearers. It also helps the citizens be more aware of the councils' challenges, especially with limited funds.”* Another key informant added, *“Transparency and accountability have increased tax payment.”*

Relatedly, the evaluation also found that due to the establishment of the Women and youth branches of the Inter-party Committee, there is an increment in the participation, inclusion, and involvement of vulnerable groups such as women, youth, and adolescents in decision-making processes and a boost in their confidence to contest for elective political positions. For example, documents reviewed revealed that in Bundung Basic Cycle school, the peace clubs were given space to engage community decision-makers on issues affecting children, such as child marriage, imbalance of time to study and support family, social and economic activities, etc. This was evidenced in a key informant interview. It was reported that *“Open school days, dialogues with children were instrumental in increasing children's participation in decision making. Because of this, children's needs and concerns are reflected in the strategic plan.”* He added, *“Generally, citizen participation was increased.”*

Implementing citizens' demand charters by local councils has strengthened public service performance and delivery of social services. The demand charters gave leaders the burden of implementing the demands, which led to the successful implementation of projects such as waste management, construction of feeder roads, community lighting systems, etc.

For instance, a councilor in Bundung, said, *“Markets and feeder roads have improved in my ward due to pressure and demands in the citizens' charter.”*

A key informant noted, *“There is increased trust between the citizens and the councils. The councils deliver to the citizens what they demand in the charters.”* He added that *“In Basse area council, they have been able to build bridges. They now appreciate that this is what they*

are supposed to do for the citizens.”

The effective implementation of the citizen demand charters, and the interface meetings have greatly contributed to an increment in revenue generation due to increased citizen trust and confidence in the councils' and civil servants' transparency and accountability. This was evidenced by a key informant who noted, *“There is improved accountability, and the citizen trusts the public service leadership and the population better now. The citizens are aware of the challenges the council face. This has contributed to enhancement in revenue generated.”*

Another key informant added, *“Yes, the revenue generation has been enhanced.”* While another key informant agreed and added that, *“the improved transparency and accountability during the interface meetings improved the trust of citizens. And now citizens are starting to pay their taxes.”*

OVERALL ASSESSMENT OF PROJECT IMPACT

	1	2	3	4	5
Score	Very Poor	Rather Unsatisfactory	Satisfactory	Good	Excellent/Highly Relevant

4.4.3 Facilitating and Inhibiting factors

a) Facilitating factors

The experience of UNDP in successfully leading the implementation and management of governance programming greatly contributed to the project's effectiveness in achieving its results. Under its leadership and guidance, the project benefited from UNDP's experience, skilled personnel, and best practices that were adopted to increase efficiency and effectiveness.

The political will of government top government political and technical leaders. This was evidenced by the president, permanent secretaries, regional directors, and community leaders' participation and involvement in dialogue and interface meetings. Also, some of the chairpersons of the councils willingly reached out to implementing partners for guidance and support on how to execute some tasks was a positive indicator of political will to support the efforts. This was well in an in-depth interview where the respondent noted that *"the project was embraced and supported by even the government officials. Permanent secretaries and technical directors attended some of the events and appreciated."* He added, *"The chairperson in KMC would call; even now, he still calls for guidance on any issue. This shows that they are determined and willing to see this deliver."*

Additionally, the project was implemented as a multi-partner project, and its implementation benefited from the commitment, experience, and technical expertise provided by the implementing partners *such as Action Aid, TANGO, GPU, ACCG, and the DSPD* in community mobilization, governance, transparency, and accountability, development of citizen demand charters, among others. This greatly contributed to the effective implementation of the project activities.

a) Inhibitors of performance

Limitations in funding made it hard for partners to implement some of the activities. This limited the scale of the project's impact. The evaluation noted that resource limitations constantly challenged the councils while implementing the developed demand charters. However, the partners needed more funding to support the implementation of some of the activities in the demand charters. Relatedly, some of the materials and tools (such as the jingle messages and the drama skits) developed by the partners were not implemented due to funding challenges.

The COVID-19 pandemic and its resultant restrictions: Similar to other programmes globally, the onset of the COVID-19 pandemic and its resulting travel restrictions, measures for social distancing delays in the implementation of several capacity-building activities especially for the IPC and the DSPD

The weak coordination between the implementing partners did not facilitate the creation of synergy, which affected greater efficiency and effectiveness of project implementation.

The project implementation design limited the dissemination activities to the regional level. This limited reach to only the youth, women, and PWD community leaders has left out community members whose knowledge and awareness are critical to a greater impact in governance.

4.5. Sustainability

4.5.1. Sustainability of project interventions.

The project adopted mechanisms that support the sustainability of the project interventions. It ensures the beneficiaries' continued participation and involvement in interface meetings and demand charters, as they can visibly see the importance of their participation and involvement in scrutinizing public policy and tracking progress. It invariably guaranteed the sustainability of the project but also the deepening of national ownership in project implementation.

Relatedly, the project established virtual (i.e., Facebook, twitter, websites, emails), and physical dialogue and awareness-raising platforms that shall continue being used to create awareness far beyond the project life. These are very instrumental in delivering sustainability of the results so far achieved.

Additionally, the capacity building and awareness creation on civic education, good governance, gender equality, transparency, and accountability created among beneficiaries also supports the sustainability of project results. For instance, the regional, decentralized structures were provided with the capacity,

The development of key tools such as the guidelines to for participation of women, and youth; as well as the simplifies strategies, citizen demand charters, are very key in ensuring the sustainability of the project results achieved so far. The knowledge gained and the tools acquired, can still be used to guide implementation or be used for similar interventions with other partners.

During implementation, the project also utilized existing structures such as DSPD, IPC, ECOWAS, TANGO, regional councils, and community representative structures. Using these structures provides the project the unique opportunity to continue to utilize their experience, as well as systems/ structures that reinforce sustained advocacy and civic engagement on public policy issues. For instance, the sustainability of the OGI is assured as a tool of the DSPD and government firm commitment to support the operations and activities of the DSPD by allocating funds for staff salary and operational costs.

In addition, the project also engaged key donors during the project implementation process, invited them to attend key activities, and shared key project reports with them. This was aimed at raising their awareness about the project and building networks to motivate them to continue supporting some aspects of project initiatives.

Additionally, the capacity building and awareness of gender equality, transparency, and accountability created among beneficiaries also support the sustainability of project results. Under the project, the regional, decentralized structures were provided with the capacity, guidance, tools (strategies, demand charters), and resources to effectively participate in governance and accountability in delivering public services. The regional and community level representatives can share the knowledge acquired with the grass root communities they represent to increase community awareness and knowledge and, ultimately, compliance in paying taxes to enhance revenue collections. The knowledge gained and the tools acquired, and the tools can still be used to guide implementation or be used for similar interventions with other partners.

The inclusion and participation of project beneficiaries in the design and implementation of the project support sustainability of the project results. They were consulted while developing the strategies, citizen demand charters, and the sustainability plan for the project. This ensured that the initiatives rolled out were rooted in the needs and priorities of the beneficiaries rather than the perspectives of development partners and also supported ownership of project results which is a precursor for sustainability.

4.5.3. Assessment of the project exit plan and strategy

The evaluation found that the project's exit plan and strategy would be adequate to ensure the sustainability of the project results. However, it was noted that the exit plan needed a clear funding plan, which threatened the sustainability of the project results. This is because interventions to change mindsets and improve transparency, accountability, as well as compliance not only need a significant amount of time but also require adequate resources.

OVERALL ASSESSMENT OF PROJECT SUSTAINABILITY

Score	1	2	3	4	5
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FINAL REPORT: STRENGTHENING INCLUSIVE CITIZENS ENGAGEMENT FOR MORE ACCOUNTABLE GOVERNANCE IN THE GAMBIA

	Very Poor	Rather Unsatisfactory	Satisfactory	Good	Excellent/Highly Relevant
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4.6. Cross-Cutting Issues

4.6.1. Gender Equality and Women's Empowerment

The project took intentional, and deliberate effort to ensure the inclusion, and participation of women, and youth in the project implementation processes. Specifically, all regional dialogue sessions between local duty bearers and rights holders on implementation of national development plan took into consideration women and youth inclusion. Persons with disability, Women and youth community leaders were invited to participate in the sessions; and similarly, review meetings of citizens demand charters had youth and women community leaders as participants. The selection of Anti-Corruption champions in high schools ensured gender representation. For instance,

The planned interventions (*i.e., capacity building of public services and CSO leaders, Inter-party dialogue sessions and trainings, reviews of freedom of information and anti-corruption bills, training of teachers and school staff, etc.*) under different outputs of the project were designed to ensure/ guarantee the participation of women and the youth will be guaranteed. For instance, the popularization of the Anti-Corruption Bill in the regions in 2020 took into consideration the inclusion, and participation of women and youth. The evaluation noted that out of 360 Anti-Corruption Champions (ACCs), and Anti-Corruption Community Organizers (ACCOs) selected from the 32 villages in Central River/North (CRR/) and Lower River Regions (LRR), 120 were adult women, 60 young female, 120 adult male & 60 young male. These all had access to and participated in the online and live phone-in radio knowledge sharing program events.

Also, the training of political party leaders at the national and regional levels on dialogue and mediation allowed for the participation of at least one woman from each political party; and furthermore, the inter-party dialogue on elections bill also allowed the participation of women with 1 out of the two participants from political parties being a woman.

Gender mainstreaming was made a key consideration in the formation of sub-committees and IPC interventions, emphasis was put on the importance of women inclusion in party affairs and elections and as a result of the efforts were made during by parties to review representatives and ensure at least each party has a woman representative, which increased the participation of women in IPC.

The UNDP Resident Representative advocated for women empowerment and utilized every opportunity during meetings and when giving speeches to advocate and emphasized the importance of women inclusion in party affairs and elections.

Additionally, UNICEF ensured the participation of women, and youth during project implementation. In all activities implemented, youth and girls were central and actively participated as either advocates or participants during community dialogue, discussions, which helped to advance the voices of adolescent and youth. For instance, the evaluation noted, the Children National Assembly had 56 female and 49 male members, and in each of the schools at least one of the trained teachers is a female. In most of the school clubs visited (Keneba Senior Secondary School, Tahir Senior Secondary school, Badri Basic Cycle School) there are more female club members than male.

Also, during the implementation of the project women, and youth leaders from communities were included in the regional consultation meetings on implementation of the national development plan. They were invited to participate in the sessions. Out of total number of 384 participants, the evaluation noted that at least 70 (18%) were women while 27 (7%) were youth.

Also, the review meetings of citizens demand charters ensured the participation of women and youth community leaders. At least there were 105 women, and 45 youth out of 200 participants; and the selection of Anti-Corruption champions in high schools ensured that out of 200 champions selected from 20 schools, 120 are girls.

OVERALL ASSESSMENT OF PROJECT GENDER MAINSTREAMING

	1	2	3	4	5
Score	Very Poor	Rather Unsatisfactory	Satisfactory	Good	Excellent/Highly Relevant

4.6.2. Human Rights and ‘Leave No One Behind’

The evaluation sought to assess how effectively the programme addressed human rights and found that, to some extent, the project outlined the need to support the protection and fulfillment of human rights; for instance, the project supported and recruited a Child Protection Officer to ensure the protection of the rights of children during the implementation of project activities with children.

Additionally, under the project, young people (in and out of school) were trained on leadership and civic rights and duties (i.e., governance, corruption, accountability, civic duties, and human rights) to prepare their transition to adulthood thereby inculcating in them the values of citizenship and strengthening their engagement in decentralized and governance structures.

Also, the project's implementation design took deliberate steps to ensure the inclusion and participation of vulnerable people, such as the representative for women and the youth. Progressive monitoring data captured gender-disaggregated data.

However, the evaluation noted gaps such as the failure of the project to properly align to the 'Leave no one behind (LNOB) principle, which is critical as an absolute commitment to end all forms of exclusion, inequalities as well as poverty eradication. For instance, the project's data collected on output and outcome indicators were not disaggregated by disability status, leaving grey areas that make planning and decision-making difficult.

OVERALL ASSESSMENT OF PROJECT HUMAN RIGHTS BASED APPROACH

	1	2	3	4	5
Score	Very Poor	Rather Unsatisfactory	Satisfactory	Good	Excellent/Highly Relevant

4.7. Good practices of the project

1. The simplification of the LGA strategic Plans: This was very effective because initially the strategies were very hard to understand by the councils which also made their implementation challenging. The steps taken to simplify the strategy were necessary. In their simple form the communities, as well as the council, and the duty bearers understood them, and were able to implement them.
2. The development of citizen demand charters was also a very effective approach. They provided citizen an opportunity to directly communicate to the councils what they needed. The demand charters were derived from the simplified strategies. This ensured that development in the communities was well structured and easy to track. The demand charters were used as a development tool that other partners (philanthropists, NGOs, etc.) used to channel their support to the needs of the populace.

For instance, the project had financial and non-financial catalytic effects which facilitated effectiveness and efficiency of the project interventions to achieve the project results. For example, the project leveraged \$669,332 and \$100,00 respectively non -PBF financial support from UNDP Trac fund, and UNDP RoL Global Focal Point COVID Response Fund⁴. Additionally, the Community Policing Philosophy initiated by the project attracted other developmental partners such as GIZ to compliment the efforts of Community policing as well as DCAF in other regions. The training manual were also incorporated into the training school with support from the German police to continuously capacitate officers.

3. The project's decision to implement through implementing partners increased effectiveness of the project. Different partners focused on activities where they had experience in. This allowed them to utilize their experience, skills, and resources to support implementation. This increases both efficiency and effectiveness.
4. The interface meetings also contributed to the effectiveness of the project. They provided a platform for the citizens to hear from the council's report on what their taxes have been used for (what was collected, and what it was used for, against what was stipulated in the

⁴ Roll Annual Progress Report_Rule of Law 2021

strategy). It enhanced the council's responsiveness to the needs of the citizens. These increased trust between the citizens, and the public servants and greatly contributed to enhancement in revenue collection.

5. The open school days were very effective in ensuring the participation of children in decision making processes, especially on the decisions that directly affect them. This improved governance as the strategic plans were more responsive and inclusive to the needs to the participants i.e., children, community members, women, youth, PWDs.
6. Project initiatives to train and build the capacity of participants was very effective. Training and capacity building was used to empower and skills the project beneficiaries such as public service leaders, community representatives, CSO members among others. These enhanced coordination, advocacy and proposal development, and helped the participants to understand regional and local; thus, equipping them with necessary information and skills to effectively engage in dialogue on transparency and accountability.
7. The deliberate effort to centralize gender inclusion throughout implementation by ensuring equal representation of both women, and men in all activities of the project helped to promote the rights of women, and youth. The action increased women participation in electoral, and leadership positions, changed the mind set of people especially in the IPC and directly enhanced the inclusion, and active participation of women and youth in decision making.
8. Participatory approach of project implementation helped build ownership of project results at all levels.
9. The Human rights Clubs used effective communication methods to sensitize the public on Human rights by expressing the principles in the appropriate context (local and religious context) to resonate better with the community members so that they can understand and appreciate the HR messages.

4.8. Key lessons learned

1. Project and program interventions informed by research support the effective implementation of the project activities. The evaluation found that the consultant's comprehensive consultations during the design stage were necessary. They informed the development and simplification of regional strategies used to create awareness of governance, transparency, and accountability, and they supported the effective implementation of the project activities.
2. Relatedly, it is important to understand and contextualize all project/ program to ensure that it is relevant to addressing the needs of the participants instead of assuming the needs are the same across the implementation sites.
3. It is imperative to ensure the engagement and participation of all stakeholders: It allows the project implementation and its design to benefit from the experience and skills of various stakeholders and existing structures and also provides a unique opportunity for the project staff to work through these networks which allows for efficient, and practical implementation.
4. Enhancing partnership coordination among implementing partners: This increases the efficiency and effectiveness of the project through synergy and allows for the development of innovative and better implementation approaches. It also reduces the duplication of activities.
5. Community members and local structures' involvement and participation must be maintained. This increases effectiveness, primarily since the information to increase awareness and knowledge on public service transparency and accountability is broadly disseminated, which increases trust between citizens and public servants. It also enhances ownership, supporting the sustainability of the project results and interventions.
6. A conducive operational environment (availability of policies on transparency and accountability) for governance programming in transparency and accountability is necessary for effective implementation and sustainability of the project results. The

existence of policies that support efforts to increase transparency and accountability among public servants must be addressed.

7. Additionally, including cross-cutting issues is important and central in the development and humanitarian programmes. The deliberate effort to ensure the inclusion of vulnerable groups such as women, youth, and persons with disability increases the development of relevant, effective programs/ projects that support the sustainability of the project results.

5.0. CONCLUSION AND RECOMMENDATIONS

5.1 Conclusion

Although the project implementation faced some challenges, like COVID-19 restrictions that led to delays in implementing some interventions, The evaluation concluded that the project was well conceptualized. Its interventions were relevant to addressing the needs of the beneficiaries.

The project implementation approaches that were employed were efficient in delivering the results. Albeit the challenges of delays in implementation and data limitations, the evaluation found that the project could deliver on target or above target for many of its results indicators, and the approaches also used to support the sustainability of project results.

5.2 Summary OECD/DAC Ranking Table

Overall Performance of the Project (Based on the Satisfaction Likert Scale as follows 5=Very Satisfied, 4=Satisfied, 3=Neither Satisfied nor Dissatisfied, 2=Dissatisfied, 1=Very Dissatisfied).

Criteria	Level of Satisfaction (1-5)	COMMENT
Relevance	5	The project is highly relevant, and the timing of the project's interventions was impeccable given the findings from the CDA 2019 and then upcoming presidential elections of 2021 and National Assembly members elections of 2022.
Efficiency	4	The resources were efficiently used to achieve the results outlined in the project. However, an insignificant amount of resources were spent in the first year of the project and most of the resources were spent in the last year of the project implementation period.
Effectiveness	4	Against the challenges that delayed and affected implementation of the project; the project achieved many of its output, and outcome indicators. However, at the time of the evaluation some were not implemented. For instance, the delivery of the messages

Impact	4	<p>There is an increment in the participation, inclusion, and involvement of vulnerable groups such as women, youth and adolescents in decision making processes and a boost in their confidence to contest for elective political positions. Additionally, there was a noted improvement in the communication which also promoted trust and collaboration amongst political parties which reduce interparty tensions. There was an increment in knowledge of “zero-tolerance to corruption”, and children rights among the school children and adolescents, ultimately ushering in transparency and accountability between public service leadership and the population.</p>
Sustainability	4	<p>The adoption of mechanisms that support the sustainability of the project interventions. For instance, the project ensured that there was participation, and involvement of the beneficiaries in interface meetings, and demand charters, which guaranteed sustainability, and the deepening of national ownership in project implementation. The utilization of existing structures such as DSPD, IPC, ECOWAS, TANGO, the regional councils, community representative structures during implementation provided an opportunity of continuing to utilize their experience, as well as systems/ structures to ensure sustained advocacy and civil engagement. Also, key donors during the project implementation process were invited to raise their awareness about the project, building networks to motivate them to continue supporting some aspect of project initiatives.</p>
Gender Mainstreaming	4	<p>The project took intentional, and deliberate effort to ensure the inclusion, and participation of women, PWDs, and youth in the regional dialogue sessions between local duty bearers and rights holders on</p>

		<p>implementation of national development plan, review meetings of citizens demand charters, and the selection of Anti-Corruption champions in high schools ensured gender representation.</p>
<p>Human Rights Based Approach</p>	<p>4</p>	<p>To some extent the project outlined the need to support the protection and fulfilment of human rights; for example, it supported and recruited a Child Protection Officer to ensure the protection of the rights of children during implementation of project activities with children, women and youth were trained on leadership, governance, and human rights to create knowledge and awareness.</p>

5.3 Recommendations

1. There is need to explore possibility of forging long-term partnerships with the non BPF funding sources, to access more funding to support scaling up, broadening and expansion of the project and ensure the inclusion of other stakeholders such as the right holders. This shall consolidate and build on the gains for greater reach and impact.
2. Relatedly, there is need for **additional resource mobilization to facilitate scale up**, and strengthen the capacity for the councils to implement the strategies, and demand charters.

Further still, any future plans for scale up or replication need to consider **scaling up the dissemination of messages to create knowledge, and awareness on transparency, accountability, and taxation**. They should be disseminated to lower grass root communities, and individuals. Communities that have more knowledgeable and aware members have greater capacity to demand for their rights. This is essential for positive benefits in governance as they build the momentum for demanding for citizen rights, and public services.

3. There is also need to **enhance partnership coordination** between the implementing partners to facilitate the benefits from synergy which increase efficiency and effectiveness of project implementation.
4. Consider **strengthening the M&E mechanisms**, to ensure monitoring data collected is well collected and disaggregated across the vulnerable categories especially the women, disability, youth, and children. There should be SMART indicators for tracking their participation, inclusion, and the resultant change.

6.0 ANNEX

6.1 Results Matrix

<i>OUTCOME</i>	<i>OUTPUT</i>	<i>PERFORMANCE INDICATORS</i>	<i>BASELINE</i>	<i>TARGET</i>	<i>END LINE</i>
Outcome 1 Improved transparency and accountability between public service leadership and the population		<i>Indicator 1.1</i> <i>Increase in the level of trust and confidence of people on public service leadership.</i>	<i>Low</i>	<i>20%</i>	<i>Progress has been registered following dialogue sessions held between public service leader and citizens at the national and local levels.</i>
		<i>Indicator 1.2</i> <i>Level of exchanges and answerability of public service leadership to right holders increased</i>	<i>0</i>	<i>35</i>	<i>To be determined upon completion of ongoing activities.</i> <i>Engagements between rights holders and duty bearers are ongoing at national and regional levels through media and town hall meetings</i>
	<i>Output 1.1</i> <i>National platform for dialogue on public policies between Government and Citizens established and functioned</i>	<i>Indicator 1.1.1</i> <i>Increased number of dialogues exchanges between government and diversified cross section of the population</i>	<i>0</i>	<i>4</i>	<i>16 dialogue sessions have been held through GRTS (TV and radio). 6 town hall meetings held and aired through community radios</i>
		<i>Indicator 1.1.2</i> <i>Increased participation of women & youth in the dialogues through the adoption and usage of gender sensitive guidelines by national platforms.</i>	<i>Low</i>	<i>High</i>	<i>1 gender sensitive guideline developed</i> <i>National and regional consultations have included both women and youth leaders.</i>
	<i>Output Indicator 1.1.3:</i> <i># of Gambian websites/social media platform used to engage citizens on NDP issues.</i>	<i>0</i>	<i>6</i>	<i>3 social media platforms (twitter and Facebook) used by GPU, ACCG and Action Aid to engage citizens on transparency and accountability issues</i>	

<i>OUTCOME</i>	<i>OUTPUT</i>	<i>PERFORMANCE INDICATORS</i>	<i>BASELINE</i>	<i>TARGET</i>	<i>END LINE</i>
					<p><i>TANGO website, social media platforms and corporate emails developed and has provide space for citizen engagements.</i></p> <p><i>DSPD's website, social media platforms and corporate emails developed and used to engage citizens</i></p>
	<p><i>Output 1.2</i> Strengthen Government mechanisms for coordination and performance management.</p>	<p><i>Indicator 1.2.2</i> # of public service leaders trained on coordination, performance management, attitudinal and behavioral on the NDP</p>	0	114	<p><i>Training of 115 public sector leaders ongoing</i></p>
		<p><i>Indicator 1.2.3</i> Adoption and usage of the performance tracking tool by public service leaders</p>	0	114	<p><i>No progress.</i></p>
	<p><i>Output 1.3</i> <i>Civil Society capacity for meaningful engagement strengthened.?</i></p>	<p><i>Indicator 1.3.1</i> Capacity of NGO's/ CSOs enhanced on coordination, advocacy and proposal development.</p>	Low	High	<p><i>50 CSOs members were trained. Sustainability enhanced by the UNDP UNV at TANGO through regular training and information sharing. The UNV also supports TANGO to develop funding proposals, advocacy, coordination, partnerships building and communication.</i></p>

<i>OUTCOME</i>	<i>OUTPUT</i>	<i>PERFORMANCE INDICATORS</i>	<i>BASELINE</i>	<i>TARGET</i>	<i>END LINE</i>
		<i>Indicator 1.3.2 # of radio slots on the content of the strategic plans held to enhance understanding at regional and local dialogue sessions</i>	<i>0</i>	<i>7</i>	<i>60 (45%) community radio station managers and producers from the four project regions have been trained on the content of the regional strategic plans</i> <i>16 radio sessions were held in the four project regions on content of the strategic plans to enhance understanding among the local communities</i>
		<i>Output Indicator 1.3.3: CSOs articulate the content of the regional strategic plans to hold stakeholders accountable</i>	<i>Low</i>	<i>At least 3 regional townhall per annum</i>	<i>10 town hall meetings were held. 4 demand charters developed, and 4 meetings held to review the implementation, holding council leaders accountable.</i>
Outcome 2 Increased youth and women inclusion, political participation, tolerance, and peaceful engagement amongst political parties		<i>Indicator 2.1 Increased level of participation of women and youth in political party processes</i>	<i>Low</i>	<i>30%</i>	<i>In progress. The level of participation of youth in inter-party activities has increased after establishment of the youth branch of IPC.</i>
		<i>Indicator 2.2 Level of productive engagement among political parties and their constituencies.</i>	<i>Low</i>	<i>Increased participation by 30%</i>	<i>In progress. Inter-party dialogues during quarterly breakfast meetings are continuing</i>
		<i>Indicator 2.3 Reduction in political parties' clashes</i>			<i>In progress. Credible and peaceful elections (presidential and national assembly) held and IPC recognized for its role in promoting inter-party dialogues to mitigate electoral violence</i>

<i>OUTCOME</i>	<i>OUTPUT</i>	<i>PERFORMANCE INDICATORS</i>	<i>BASELINE</i>	<i>TARGET</i>	<i>END LINE</i>
	<i>Output 2.1</i> <i>Interparty tensions and rivalry reduced through inter-party dialogue, improve community engagement and communication amongst political parties</i>	<i>Output Indicator 2.1.2:</i> <i>No of Inter-party dialogues convened on topical thematic subjects</i>	0	4	<i>6 inter-party dialogues held to date on elections bill 2020; IPC MOU and Code of Conduct; women participation in polices; peaceful elections where a peace pledge was validated and signed by party leaders.</i>
		<i>Output Indicator 2.1.3:</i> <i># of key messages developed on political tolerance by interparty committee on non-violence, reconciliation and the # of airing of messages and jingles.</i>		N/A	<i>In progress. Key peace messages have been drafted and translated into jingles and aired in TVs and radios during the campaign periods.</i>
	Output 2.2 <i>Capacity of the youth and women's wing of political parties to champion inclusion and gender equality in elective positions strengthened.</i>	<i>Indicator 2.2.2</i> <i>No of mentoring sessions held for potential women party candidates.</i>	0	60	<i>In progress. The establishment of Women Branch of IPC has created space for implementing several activities including coordinating the mentoring sessions and supporting female candidates in elections.</i>
		<i>Output Indicator 2.2.3: Adoption and utilization rate of plan and strategy by women's political wing.</i>	0	<i>Target: 50% of women's wings utilize plans and resource mobilization strategy</i>	<i>Integrated in IPC 5 years strategic plan</i>
Outcome 3 Improved civic engagement of young people and		<i>Indicator 3.1</i> <i>Increased confidence of young people on transparency, accountability and civic duties in governance structures</i>	0	1000	

<i>OUTCOME</i>	<i>OUTPUT</i>	<i>PERFORMANCE INDICATORS</i>	<i>BASELINE</i>	<i>TARGET</i>	<i>END LINE</i>
governance systems to promote good governance based on participation, transparency, and accountability by strengthening their capacities and skills on civic rights and duties, citizenship and peacebuilding.	<i>Output 3.1 Capacities of community governance structures increased to exercise civic rights, responsibilities and the promotion of good governance</i>	<i>Indicator 3.2</i> # young people who engage their peers in schools and communities on civic education and governance.	0	1000	871 adolescents including school clubs, CNAG and U Report ambassadors are engaging their peers in schools and communities.
		<i>Indicator 3.3</i> <i>Community structure members who engage with CNAG</i>	5	21	19 CNAG engage decentralized structures i.e., Village Development Committees, Multidisciplinary Facilitation Teams and Mothers' Clubs in URR, CRR and LRR
		<i>Indicator 3.1.1</i> <i>Young people leadership and civic rights strengthened to engage decentralized and governance structures</i>	0	2500	1764 children and young people in URR, CRR and LRR including CNAG members and U Report ambassadors reached with training and awareness raising on governance, corruption, accountability, civic duties and human rights.
		<i>Indicator 3.1.3</i> # of young people who participate U Report proposing polls and themes on civic education and governance.	5000	10000	19,546 The project was able to increase the number of U Report subscribers and was able to reach 19 546 adolescents and children through U Report, almost doubling the target.
	<i>Output 3.2</i> <i>Capacities and governance structures increased to exercise civic</i>	<i>Indicator 3.2.1</i> # of community members who are aware of their civic rights and know how to engage with governance structures	0	2250	2055 (including CNAG, U Report ambassadors, teachers, students, and communities)

<i>OUTCOME</i>	<i>OUTPUT</i>	<i>PERFORMANCE INDICATORS</i>	<i>BASELINE</i>	<i>TARGET</i>	<i>END LINE</i>
	<i>responsibilities and promote good governance</i>	<p><i>Indicator: 3.2.2</i></p> <p><i>Community structures (VDC/WDC, MDFTs, Mothers' clubs TAC) that are aware of their civic duties and report progress to community members.</i></p>	<i>30</i>	<i>20</i>	<i>19 decentralized structures i.e. Village Development Committees, Multidisciplinary Facilitation Teams and Mothers' Clubs in URR, CRR and LRR engaged.</i>
		<p><i>Indicator: 3.3.3</i></p> <p><i># of recommendations coming out of meetings organized by young people's network in the selected communities that include key decision makers and community members.</i></p>	<i>30</i>	<i>20</i>	<i>More than 20 recommendations on conflict generating factors such as land and farmland ownership, space for youth football activities, caste system and decision making, migration of youth, gender-based violence and child marriage, FGMC, birth registration, climate change, bushfire, migration and cross border activities came out of meetings organized by young people.</i>
		<p><i>Indicator 3.2.4</i></p> <p><i># Recommendations coming out of reflection sessions implemented.</i></p>	<i>0</i>	<i>20</i>	<i>Ongoing. Some of the recommendations are long term and their implementation will require additional resources and structures.</i>

6.2 Stakeholders interviewed for the Leadership and Accountability Project (LAP)

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Tahir Ahmadiyya Senior Secondary School

Venue: Mansakonko

Name	Designation	Club membership
Mr. Musa Cham	Head of Science Dept and coordinator of the Human Rights (HR) Club	
Mr. Emmanuel Emeka	Vice Principal	
Ebrima Ceesay	PRO	HR
Fatoummata Binta Bah	Member	HR
Ibrahima Alim Nyabally	Member	HR and U report
Modou Lamin Jallow	Social secretary	HR
Mariama kanteh	Member	Civics
Adaama J Sanneh	Member	Civics
Mariama J Jallow	President	HR, U report ambassador, member of the children national assembly
Landing Jallow	Member	HR club
Basiru masroor Ahmed Sinayok	Member	HR
Adama Gaye	Asst Secretary	HR
Lamin Fofana	Secretary General	HR
Fatou Sowe	Member	HR
Maam jarra Ceesay	Member	HR

Awa Njado	Member	HR
Yaya Darboe	Vice President	HR, U report Ambassador
Muammad Touray	Member	Civics
Aminata Touray	Member	HR
Fatou Jawo	Member	HR, Civics

Mansa Konko Area Council;

Venue: Mansakonko

Name	Designation
Mr. Almamo Ceesay	Vice Chairperson
Mr. Lamin MS Fatty	Head of health and Sanitation
Mr. Ebrima Saidy Leigh	Procurement Officer

Kanifing Municipal Council

Name	Designation
Mr. BB Darboe	Community services Manager