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**Economic Management Project  
Projects Coordination Unit  
Ministry of Finance and Economic Affairs  
The Quadrangle  
Banjul**

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**Economic Management Project  
2019 Monitoring & Evaluation Plan**

## **Acronyms:**

**CBG: Central Bank of The Gambia**

**CSDRMS: Commonwealth Secretariat Debt Recording and Management System**

**CSOs: Civil Society Organisation**

**GBoS: Gambia Bureau of Statistics**

**MDAs: Ministries, Departments and Agencies**

**M&E: Monitoring and Evaluation**

**MoFEA: Ministry of Finance and Economic Affairs**

**MoLRG&RA: Ministry of Lands, Regional Government and Religious Affairs**

**UN: United Nations**

**UNDP: United Nations Development Programmes**

**UNVs: United Nations Volunteers**

**PCU: Projects Coordination Unit**

## 1.1 Introduction and Overview of PCU Monitoring & Evaluation Plan

The Project Coordination Unit commitment in fulfilling its obligations to donors, partners and beneficiaries towards a more results oriented strategy of performance monitoring, accountability and impact evaluation forms the basis of this Monitoring and Evaluation plan/strategy. This strategy outlines how monitoring, assessments, evaluations and reporting will be established or strengthened to assure that projects organization-wide plan are measurable and performance targets tracked.

M&E activities under the Economic Management Project are an integral cross cutting component of the overall process leading to the attainment of the project intended desired results. Thus, the core objective of this M&E plan is to ensure that monitoring activities contribute to PCU of MoFEA effective and efficient performance management of projects by informing decision making, stimulating actions to improve implementation and facilitating the needed adjustments to our interventions.

This strategy will guide PCU Monitoring & Evaluation requirements for donor and project specific reporting, demonstration of effectiveness of the interventions and ensuring accountability to the beneficiaries, donor communities and the government. PCU-MoFEA will deliver on this strategy in collaboration with partners (Government, UN and CSOs) we work with. The strategy will take the form of a living document that guides M&E activity planning, implementation and tracking and it will be regularly updated through a consultative process and will be adapted to evolving needs, approaches and alignment of PCU project based operations.

## 1.2 Programme Overview:

PCU – MoFEA has a variety of projects that it currently executes with Government, Government satellite institutions, Civil Society Organisations, and Local Government institution. However, this M&E plan seeks to specifically cover for the UNDP Economic Management Project **“Support to strengthened capacities of national institutions responsible for economic management and evidence-based policy, planning and budgeting to achieve inclusive growth and poverty reduction in the Gambia”**.

This plan seeks to leverage on the approved 2019 Annual Work Plan and results matrix below.

EXPECTED OUTPUTS  <i>And baseline, indicators including annual targets</i>	PLANNED ACTIVITIES  <i>List activity results and associated actions</i>	TIMEFRAME				Frequency	Means of Verification
		Q 1	Q 2	Q 3	Q4		
<b>Output 1.1:</b> Strengthened ICT infrastructure for research and data management for evidence-based decision making  <b>Indicator:</b> ICT infrastructure procured <b>Baseline:</b> No <b>Target:</b> Yes	Develop adequate ICT Infrastructure		X			At least once or in the frequency required for each indicator	Procurement delivery note
<b>Output 1.2:</b> Strengthened ICT infrastructure for research and data management for evidence-based decision making  <b>Indicator:</b> MIS in place <b>Baseline:</b> 0 <b>Target:</b> 1	Develop & Strengthen MIS	X				At least once or in the frequency required for each indicator	MIS system in place



EXPECTED OUTPUTS  <i>And baseline, indicators including annual targets</i>	PLANNED ACTIVITIES  <i>List activity results and associated actions</i>	TIMEFRAME				Frequency	Means of Verification
		Q 1	Q 2	Q 3	Q4		
<b>Output 1.3:</b> Enhance capacity for sound economic (fiscal) policy, research and data for evidence-based decision making  <b>Indicator:</b> No of staff trained <b>Baseline:</b> 1 <b>Target:</b> 1	Short Term Training on Data Analysis (Local Training)		X			At least once or in the frequency required for each indicator	Training report
<b>Output 1.4</b> Strengthen capacity for sound economic (fiscal) policy, research and data for evidence-based decision making  <b>Indicator:</b> 2019 Global Development Report launched <b>Baseline:</b> 0 <b>Target:</b> 1	Global Human Development Report Launching				X	At least once or in the frequency required for each indicator	Launched Human Development Report

EXPECTED OUTPUTS  <i>And baseline, indicators including annual targets</i>	PLANNED ACTIVITIES  <i>List activity results and associated actions</i>	TIMEFRAME				Frequency	Means of Verification
		Q 1	Q 2	Q 3	Q4		
<b>Output 1.5:</b> 2018 Achievements & Challenges reviewed, and 2019 plan developed  <b>Indicator:</b> 2019 plan <b>Baseline:</b> 0 <b>Target:</b> 1	Directorate Retreat - Review of achievements & challenges of the previous year & plan for the current year.	X				At least once or in the frequency required for each indicator	Training report
<b>Output 1.6:</b> Strengthen capacity for sound economic (fiscal) policy, research and data for evidence-based decision making  <b>Indicator:</b> Number of staff trained on Economic Policy Modelling <b>Baseline:</b> 0 <b>Target:</b> 20	Training on Economic Policy Modelling			X		At least once or in the frequency required for each indicator	Training Report

EXPECTED OUTPUTS  <i>And baseline, indicators including annual targets</i>	PLANNED ACTIVITIES  <i>List activity results and associated actions</i>	TIMEFRAME				Frequency	Means of Verification
		Q 1	Q 2	Q 3	Q4		
<b>Output 1.7</b> Strengthen capacity for sound economic (fiscal) policy, research and data for evidence-based decision making  <b>Indicator:</b> Reviewed 2019 economic forecast output <b>Baseline:</b> 0 <b>Target:</b> 2	Bi-Annual Review of Forecasting Output		X		X	Biannually	Review report
<b>Output 1.8</b> Strengthen capacity for sound economic (fiscal) policy, research and data for evidence-based decision making  <b>Indicator:</b> Validated 2019 macroeconomic report <b>Baseline:</b> 0 <b>Target:</b> 2	Validation workshop of the Bi-Annual Macroeconomic Report		X		X	Biannually	Validation workshop report & Validated Macroeconomic Report



EXPECTED OUTPUTS  <i>And baseline, indicators including annual targets</i>	PLANNED ACTIVITIES  <i>List activity results and associated actions</i>	TIMEFRAME				Frequency	Means of Verification
		Q 1	Q 2	Q 3	Q4		
<b>Output 2.1:</b> Enhance capacity for pro-poor gender responsive budgeting, resource allocation, management & reporting  <b>Indicator:</b> Number of staff trained on PRINCE 2 fundamentals <b>Baseline:</b> 0 <b>Target:</b> 20	Prince2 Foundation & Practitioner Training (Consulting Firms Fee, & training workshop for AGD Senior Management)	X				At least once or in the frequency required for each indicator	Training report
<b>Output 2.2:</b> Enhance capacity for pro-poor gender responsive budgeting, resource allocation, management & reporting  <b>Indicator:</b> Reviewed Finance Act <b>Baseline:</b> 0 <b>Target:</b> 35	Review of the Public finance Act 2014		X			At least once or in the frequency required for each indicator	Reviewed public finance act 2019



EXPECTED OUTPUTS  <i>And baseline, indicators including annual targets</i>	PLANNED ACTIVITIES  <i>List activity results and associated actions</i>	TIMEFRAME				Frequency	Means of Verification
		Q 1	Q 2	Q 3	Q4		
<b>Output 2.3:</b> Enhance capacity for pro-poor gender responsive budgeting, resource allocation, management & reporting  <b>Indicator:</b> Number of staff trained on GFS <b>Baseline:</b> 0 <b>Target:</b> 20	Sensitization Workshop on Government Financial System			X		At least once or in the frequency required for each indicator	Sensitisation report
<b>Output 2.4:</b> Enhance capacity for pro-poor gender responsive budgeting, resource allocation, management & reporting  <b>Indicator:</b> Number of staff trained on CISCO Firewall data center security <b>Baseline:</b> 0 <b>Target:</b> 10	CISCO ASA 5555X Fire Wall with FirePower – Data Center Security Training				X	At least once or in the frequency required for each indicator	Training report

EXPECTED OUTPUTS  <i>And baseline, indicators including annual targets</i>	PLANNED ACTIVITIES  <i>List activity results and associated actions</i>	TIMEFRAME				Frequency	Means of Verification
		Q 1	Q 2	Q 3	Q4		
<b>Output 2.5:</b> Enhance capacity for pro-poor gender responsive budgeting, resource allocation, management & reporting  <b>Indicator:</b> Upgraded/ integrated CS-DRMS – settlement system <b>Baseline:</b> 0 <b>Target:</b> 1	Integration of CS-DRMS with the settlement system at CBG, System upgrade & Sustainability				X	At least once or in the frequency required for each indicator	Integrated CS-DRMS with the settlement system at CBG in place
<b>Output 2.6:</b> Enhance capacity for pro-poor gender responsive budgeting, resource allocation, management & reporting  <b>Indicator:</b> Number of national & regional consultations <b>Baseline:</b> 0 <b>Target:</b> 10	Conduct annually 8 regional and 2 central level consultations on priority setting for the national budget		X	X		At least once or in the frequency required for each indicator	National and regional consultation report

EXPECTED OUTPUTS	PLANNED ACTIVITIES	TIMEFRAME				Frequency	Means of Verification
		Q 1	Q 2	Q 3	Q4		
<p><i>And baseline, indicators including annual targets</i></p> <p><b>Output 2.7:</b> Enhance capacity for pro-poor gender responsive budgeting, resource allocation, management &amp; reporting</p> <p><b>Indicator:</b> Social Audit report <b>Baseline:</b> 0 <b>Target:</b> 1</p>	<p>Conduct social / gender audit and accountability on the national budget by the CSOs</p>			X		At least once or in the frequency required for each indicator	Social Audit Report
<p><b>Output 2.8:</b> Enhance capacity for pro-poor gender responsive budgeting, resource allocation, management &amp; reporting</p> <p><b>Indicator:</b> Reviewed &amp; Validated Aid Policy <b>Baseline:</b> 0 <b>Target:</b> 1</p>	<p>Consultancy for review of Aid Policy &amp; National Validation Workshop</p>	X				At least once or in the frequency required for each indicator	Reviewed aid policy 2019



EXPECTED OUTPUTS	PLANNED ACTIVITIES	TIMEFRAME				Frequency	Means of Verification
		Q 1	Q 2	Q 3	Q4		
<p><i>And baseline, indicators including annual targets</i></p>	<p><i>List activity results and associated actions</i></p>						
<p><b>Output 2.9:</b> Enhance capacity for pro-poor gender responsive budgeting, resource allocation, management &amp; reporting</p> <p><b>Indicator:</b> M&amp;E Tool Integrated with AMP <b>Baseline:</b> 0 <b>Target:</b> 1</p>	<p>Designing M&amp;E Tool for Aid Coordination &amp; linking to AMP</p>	X				At least once or in the frequency required for each indicator	Integrated M&E Tool in place
<p><b>Output 2.10:</b> Enhance capacity for pro-poor gender responsive budgeting, resource allocation, management &amp; reporting</p> <p><b>Indicator:</b> Number of project managers forum held in 2019 <b>Baseline:</b> 0 <b>Target:</b> 1</p>	<p>Project Managers Forum</p>		X			At least once or in the frequency required for each indicator	Project Managers Forum report



EXPECTED OUTPUTS  <i>And baseline, indicators including annual targets</i>	PLANNED ACTIVITIES  <i>List activity results and associated actions</i>	TIMEFRAME				Frequency	Means of Verification
		Q 1	Q 2	Q 3	Q 4		
<b>Output 3.1:</b> Build and strengthen capacity for effective development planning, monitoring and evaluation across Government & councils  <b>Indicator:</b> Number of Quarterly Planners forums held <b>Baseline:</b> 0 <b>Target:</b> 4	Quarterly Planners' Forum	X	X	X	X	Quarterly	Quarterly forums report

EXPECTED OUTPUTS	PLANNED ACTIVITIES	TIMEFRAME				Frequency	Means of Verification
		Q 1	Q 2	Q 3	Q 4		
<p><i>And baseline, indicators including annual targets</i></p>	<p><i>List activity results and associated actions</i></p>	Q 1	Q 2	Q 3	Q 4		
<p><b>Output 3.2:</b> Build and strengthen capacity for effective development planning, monitoring and evaluation across Government &amp; councils</p> <p><b>Indicator:</b> Number of regional strategic plans developed. <b>Baseline (2018):</b> 4 <b>Target:</b> 2</p>	<p>Review and develop sectoral and regional strategic plans (consultations, strategy development, &amp; validation)</p>	X				At least once or in the frequency required for each indicator	Validated LGA's plans

EXPECTED OUTPUTS  <i>And baseline, indicators including annual targets</i>	PLANNED ACTIVITIES  <i>List activity results and associated actions</i>	TIMEFRAME				Frequency	Means of Verification
		Q 1	Q 2	Q 3	Q 4		
<b>Output 3.3:</b> Build and strengthen capacity for effective development planning, monitoring and evaluation across Government & councils  <b>Indicator:</b> NDP, SDG & Agenda 2063 status report <b>Baseline:</b> 0 <b>Target:</b> 1	Production of Annual Progress Reports of the NDP including SDG Status Report & Agenda 2063		X	X		Annually	Validated annual progress report

EXPECTED OUTPUTS  <i>And baseline, indicators including annual targets</i>	PLANNED ACTIVITIES  <i>List activity results and associated actions</i>	TIMEFRAME				Frequency	Means of Verification
		Q 1	Q 2	Q 3	Q 4		
<b>Output 3.4:</b> Build and strengthen capacity for effective development planning, monitoring and evaluation across Government & councils  <b>Indicator:</b> Number of national & regional sensitisation on Dev. Planning policy, & Sensitisation report <b>Baseline:</b> 0 <b>Target:</b> 9	Raise awareness on the Development Planning Policy (1 National Workshop & 1 Regional Outreach Sensitisation)		X	X		At least once or in the frequency required for each indicator	Sensitisation reports



EXPECTED OUTPUTS  <i>And baseline, indicators including annual targets</i>	PLANNED ACTIVITIES  <i>List activity results and associated actions</i>	TIMEFRAME				Frequency	Means of Verification
		Q 1	Q 2	Q 3	Q 4		
<b>Output 3.5:</b> Build and strengthen capacity for effective development planning, monitoring and evaluation across Government & councils  <b>Indicator:</b> number of CSOs and Youth Groups Sensitised <b>Baseline:</b> 0 <b>Target:</b> 5	Popularising & localising the SDGs & needs assessment with CSOs including youth groups	X				At least once or in the frequency required for each indicator	Sensitisation reports

EXPECTED OUTPUTS  <i>And baseline, indicators including annual targets</i>	PLANNED ACTIVITIES  <i>List activity results and associated actions</i>	TIMEFRAME				Frequency	Means of Verification
		Q 1	Q 2	Q 3	Q 4		
<b>Output 3.6:</b> Strengthen capacity for effective development planning, sound economic (fiscal) policy, research and data for evidence-based decision making  <b>Indicator:</b> 2018 Human Development Report <b>Baseline:</b> 0 <b>Target:</b> 1	Production of the National Human Development Report	X	X	X	X	Annually	Published National Human Development Report

EXPECTED OUTPUTS  <i>And baseline, indicators including annual targets</i>	PLANNED ACTIVITIES  <i>List activity results and associated actions</i>	TIMEFRAME				Frequency	Means of Verification
		Q 1	Q 2	Q 3	Q 4		
<b>Output 3.7:</b> Build and strengthen capacity for effective development planning, monitoring and evaluation across Government & councils  <b>Indicator:</b> Participatory evaluation report <b>Baseline:</b> 0 <b>Target:</b> 1	Conduct annual participatory evaluation of the NDP by CSOs including the youth's women groups	X	X			Quarterly or in the frequency required for each indicator	Evaluation report

EXPECTED OUTPUTS	PLANNED ACTIVITIES	TIMEFRAME				Frequency	Means of Verification
		Q 1	Q 2	Q 3	Q 4		
<p><i>And baseline, indicators including annual targets</i></p>	<p><i>List activity results and associated actions</i></p>	Q 1	Q 2	Q 3	Q 4		
<p><b>Output 3.8:</b> Build and strengthen capacity for effective development planning, monitoring and evaluation across Government &amp; councils</p> <p><b>Indicator:</b> Number of participants sensitised on PPP policies <b>Baseline:</b> 0 <b>Target:</b> 50</p>	<p>Conduct sensitisation on PPP policies and operational guidelines and train MDAs on PPP models and how to analyse complex PPP proposals</p>	X				At least once or in the frequency required for each indicator	Sensitisation reports



EXPECTED OUTPUTS  <i>And baseline, indicators including annual targets</i>	PLANNED ACTIVITIES  <i>List activity results and associated actions</i>	TIMEFRAME				Frequency	Means of Verification
		Q 1	Q 2	Q 3	Q 4		
<b>Output 3.9:</b> Build and strengthen capacity for effective development planning, monitoring and evaluation across Government & councils  <b>Indicator:</b> ICT infrastructure procured <b>Baseline:</b> Inadequate <b>Target:</b> Improved	Provide equipment support for regional Development Planning Departments	X				At least once or in the frequency required for each indicator	Procurement evaluation report & Delivery note

EXPECTED OUTPUTS  <i>And baseline, indicators including annual targets</i>	PLANNED ACTIVITIES  <i>List activity results and associated actions</i>	TIMEFRAME				Frequency	Means of Verification
		Q 1	Q 2	Q 3	Q 4		
<b>Output 3.10:</b> Build and strengthen capacity for effective development planning, monitoring and evaluation across Government & councils  <b>Indicator:</b> No of MKAC Citizens engaged <b>Baseline: 0</b> <b>Target:120</b>	Community / Citizens engagement on Linking Local Priorities and Council Area Plans, Council Revenue Generation and Utilisation  (Settlement of Unpaid Arrears to Mansakonko Area Council)	X				At least once or in the frequency required for each indicator	Training report

EXPECTED OUTPUTS <i>And baseline, indicators including annual targets</i>	PLANNED ACTIVITIES <i>List activity results and associated actions</i>	TIMEFRAME				Frequency	Means of Verification
		Q 1	Q 2	Q 3	Q 4		
<b>Output 3.11:</b> Build and strengthen capacity for effective development planning, monitoring and evaluation across Government & councils  <b>Indicator:</b> No of Ward Councillors and Management staff trained <b>Baseline: 0</b> <b>Target: 35</b>	Training of Wards & Councilors & Management on the Local Resource Mobilisation & Bottom up planning processes for the production of local community action plans  (Settlement of Unpaid Arrears to Mansakonko Area Council)	X				At least once or in the frequency required for each indicator	Training reports

Expected Output	PLANNED ACTIVITIES <i>List activity results and associated actions</i>	TIMEFRAME				Frequency	Means of Verification
		Q 1	Q 2	Q 3	Q 4		
<b>Output 4.1:</b> Increased Tax compliance rate  <b>Indicator:</b> No. of professional bodies	Conduct Tax Seminars with Professional Bodies  (Lawyers, Accountants,		X			At least once or in the frequency required for each indicator	Seminar reports

/participants sensitized <b>Baseline: 5</b> <b>Target: 50</b>	Auditors, Bankers etc.)					
<b>Output 4.2:</b> Increased Tax compliance rate <b>Indicator:</b> No. of tertiary institutions Women Entrepreneurs Sensitized <b>Baseline: 2</b> <b>Target: 3</b>	Conduct Tax Seminars with Women Entrepreneur's registered under GCCI			X	At least once or in the frequency required for each indicator	Seminar reports
<b>Output 4.3:</b> Increased Tax compliance rate <b>Indicator:</b> Updated Customs and Exercise Act <b>Baseline:</b> not updated <b>Target:</b> Customs and Exercise Act 2010 updated	Update the First Schedule of the Customs and Excise Act 2010	X			At least once or in the frequency required for each indicator	Updated Customs and Excise Act 2019
<b>Output 4.4:</b> Increased Tax compliance rate <b>Indicator:</b> Number of TV & Radio Slots produced <b>Baseline: 40</b> <b>Target: 80</b>	TV & Radio airing on tax compliance	X	X		At least once or in the frequency required for each indicator	TV & & Radio airing contract



<p><b>Output 4.5:</b> Increased Tax compliance rate</p> <p><b>Indicator:</b> Number of Tax Officers Trained on VAT Act</p> <p><b>Baseline:</b> 0 <b>Target:</b> 50</p>	<p>Train tax officers on income and VAT Act</p>		X	<p>At least once or in the frequency required for each indicator</p>	<p>Training report</p>
<p><b>Output 4.6:</b> Increased awareness on PFM and PFM reform agenda</p> <p><b>Indicator:</b> Number of participants sensitised</p> <p><b>Baseline:</b> 0 <b>Target:</b> 100</p>	<p>PFM Forum targeting Civil Society Organisation</p>		X	<p>At least once or in the frequency required for each indicator</p>	<p>Forum Report</p>
<p><b>Output 4.7:</b> Increased awareness on public finance management</p> <p><b>Indicator:</b> Number of participants trained on TSA.</p> <p><b>Baseline:</b> 0 <b>Target:</b> 50</p>	<p>Sensitisation workshop on Treasury Single Account</p>		X	<p>At least once or in the frequency required for each indicator</p>	<p>Sensitisation Workshop Report</p>
<p><b>Output 4.8:</b> Strengthen capacity for effective public finance management, internal controls</p>	<p>Training of National Assembly Finance and Public Account Committee on budget planning, financial statements/reports, and monitoring</p>		X	<p>At least once or in the frequency required for each indicator</p>	<p>Training Report</p>

and increased accountability. <b>Indicator:</b> Number of NAMs trained <b>Baseline:</b> 0 <b>Target:</b> 40	Domestication of the budget					
<b>Output 4.9:</b> Strengthen capacity for effective public finance management, internal controls and increased accountability <b>Indicator:</b> Number of staff trained <b>Baseline:</b> 0 <b>Target:</b> 2	Capacity building (overseas training) for PFM staff	X		X	At least once or in the frequency required for each indicator	Training report
<b>Output 4.10:</b> Strengthen capacity on inclusive growth and poverty reduction <b>Indicator:</b> Number of Development Forums Attended <b>Baseline:</b> 0 <b>Target:</b> 2	Development Forum		X	X	At least once or in the frequency required for each indicator	Forum Report
<b>Output 4.11:</b> Strengthen capacity for effective public	Provide local training of Internal Audit staff on specialise audit skills and		X		At least once or in the frequency required for	Training report

<p>finance management, internal controls and increased accountability</p> <p><b>Indicator:</b> Number of staff trained Baseline: 0 <b>Target: 20</b></p>	<p>programmes, and professional audit courses to facilitate rollout</p>				<p>each indicator</p>	
<p><b>Output 4.12:</b> Strengthen capacity for effective public finance management, internal controls and increased accountability</p> <p><b>Indicator:</b> Number of laptops procured Baseline: 0 <b>Target: 10</b></p>	<p>Procurement of laptops for the additional staff in order to facilitate wider audit coverage and roll out to Ministries</p>	X			<p>At least once or in the frequency required for each indicator</p>	<p>Procurement evaluation report and delivery note</p>
<p><b>Output 4.13:</b> Strengthen capacity for effective public finance management, internal controls and increased accountability</p> <p><b>Indicator:</b> Number of participants</p>	<p>Sensitization of Suppliers, Consultants &amp; Contractors on Complaint Review Board Mandates</p>	X			<p>At least once or in the frequency required for each indicator</p>	<p>Training report</p>

<p>trained, &amp; Training report</p> <p><b>Baseline: 0</b> <b>Target: 60</b></p>						
<p><b>Output 4.14:</b> Strengthen capacity for effective public finance management, internal controls and increased accountability</p> <p><b>Indicator:</b> Number of participants trained, &amp; Training report</p> <p><b>Baseline: 0</b> <b>Target: 35</b></p>	<p>Training of IP's on Procurement and Internal Audit</p>	X			<p>At least once or in the frequency required for each indicator</p>	<p>Training Report</p>



EXPECTED OUTPUTS  <i>And baseline, indicators including annual targets</i>	PLANNED ACTIVITIES  <i>List activity results and associated actions</i>	TIMEFRAME				Frequency	Means of Verification
		Q 1	Q 2	Q 3	Q 4		
<p><b>Output:</b> Capacity of GBoS strengthened to undertake DHS to deliver improved basic services, formulate pro-poor and gender-sensitive strategies and plans.</p> <p><b>Indicator:</b> Number of national statistical surveys that produced informed, gender-sensitive policies and plans.</p> <p><b>Baseline: 2</b> <b>Target: 1</b></p>	UNDP Contribution to DHS 2019			X		At least once or in the frequency required for each indicator	RSS sent and treated

EXPECTED OUTPUTS	PLANNED ACTIVITIES	TIMEFRAME				Frequency	Means of Verification
		Q 1	Q 2	Q 3	Q 4		
<p><i>And baseline, indicators including annual targets</i></p> <p><b>Output:</b> Capacity of GBoS strengthened to undertake IHS to deliver improved basic services, formulate pro-poor and gender-sensitive strategies and plans.</p> <p><b>Indicator:</b> Number of national statistical surveys that produced informed, gender-sensitive policies and plans.</p> <p><b>Baseline: 2</b> <b>Target: 1</b></p>	<p><i>List activity results and associated actions</i></p> <p>Contribution to 2019 household poverty survey-IHS</p>			X	X	At least once or in the frequency required for each indicator	RSS sent and treated

EXPECTED OUTPUTS <i>And baseline, indicators including annual targets</i>	PLANNED ACTIVITIES <i>List activity results and associated actions</i>	TIMEFRAME				Frequency	Means of Verification
		Q 1	Q 2	Q 3	Q 4		
<p><b>Output:</b> Resource for NDP financing mobilised.</p> <p><i>Indicator:</i> Follow up resource mobilisation for NDP Financing undertaken.</p> <p><b>Baseline: 0</b> <b>Target: 1</b></p>	Resource mobilization and follow-ups for NDP financing (DDP)	X				Quarterly	Resource mobilisation progress updates
<p><b>Output:</b> Capacity of MoLRG&amp;RA strengthened to develop land use policy.</p> <p><i>Indicator:</i> Number of recruited UNVs supported</p> <p><b>Baseline: 2</b> <b>Target: 2</b></p>	Support allowance payment to two MoLRG&RA UNV's	X				Monthly	RSS sent and treated

EXPECTED OUTPUTS	PLANNED ACTIVITIES	TIMEFRAME				Frequency	Means of Verification
		Q 1	Q 2	Q 3	Q 4		
<p><i>And baseline, indicators including annual targets</i></p> <p><b>Output:</b> Capacity of MoLRG&amp;RA strengthened on surveys and land valuation.</p> <p><b>Indicator:</b> Number MoLRG&amp;RA staff Trained</p> <p><b>Baseline: 0</b> <b>Target: 5</b></p>	<p><i>List activity results and associated actions</i></p> <p>Support to UNVs for local training/skills transfer on survey, land valuation and management</p>		X	X		At least once or in the frequency required for each indicator	Training report
<p><b>Output:</b> Capacity of MDAs strengthened</p> <p><b>Indicator:</b> Number of International conferences/workshops supported.</p> <p><b>Baseline: 0</b> <b>Target: 6</b></p>	<p>Attendance to International Conferences and Workshops</p>	X				Quarterly or in the frequency required for each indicator	Conference reports & RSS sent and treated



EXPECTED OUTPUTS <i>And baseline, indicators including annual targets</i>	PLANNED ACTIVITIES <i>List activity results and associated actions</i>	TIMEFRAME				Frequency	Means of Verification
		Q 1	Q 2	Q 3	Q 4		
<b>Output:</b> Capacity of MDAs strengthened  <b>Indicator:</b> Reviewed Economic Management Policy.  <b>Baseline: 0</b> <b>Target: 1</b>	Gender sensitive review of Economic Management Related Policies (Consultancies)		X	X	X	Quarterly or in the frequency required for each indicator	Final validated review report
<b>Output:</b> Build and strengthen capacity for effective development planning, monitoring and evaluation across Government and Councils  <b>Indicator:</b> New Vision for Gambia developed  <b>Baseline: 0</b> <b>Target: 1</b>	Evaluation of Vision 2020 (Consultancy, consultation & Validation)		X	X	X	Quarterly or in the frequency required for each indicator	Evaluation report

### 1.3 Reports and Reporting Requirements

Monitoring is a regular process which helps the organization to meet programme objectives within a planned time frame through regular tracking of the project outputs, implementation process, outcome and impact indicators (results-oriented). The table below illustrates PCU major reporting requirements that PCU is committed to fulfil as per this M&E strategy guidelines and donor reporting requirements.

Reporting Requirements	Frequency	Responsible Person
Activity Report	In the frequency required for each indicator	Implementing Partners / Programme Officer / M&E Officers
Quarterly Progress Reports	Quarterly	Programme Officer
Annual Project Report	Annually	Programme Officer M&E Officers
Project Mid Term Review	Mid Term	MoFEA & UNDP
Project End Line Review	End line as per the project document	MoFEA & UNDP

## **1.4 Output/Outcome Monitoring:**

Output/outcome monitoring data for programmes are collected through spot checks, field visits, or implementing partner's activity and monthly reports. The output/outcome data gives information about how many beneficiaries were reached, or number of deliverables met versus planned, etc. The respective field visits or spot checks will ensure the quality of data/ information reported through regular cross checking and verification at the field implementation level. The M&E unit will provide technical support for the consolidation of databases, data/information management, analysis and dissemination.

Monitoring questionnaire/checklists development shall be customized to suit programmes indicators reporting. This shall be done by the M&E team in consultations with the rest of the programme team and partners. The monitoring findings are to be compiled and shared as a monitoring report after each monitoring cycle by the PCU M&E team. The results from the output/outcome monitoring are to be shared with all stakeholders (including the government) through workshops, meetings and report distribution.

## **1.5 Impact Assessments**

This strategy shall encourage the collection of baseline indicators, midterm reviews and end line evaluation surveys depending on the availability of funding and the nature of project operations. The baseline helps to: determine benchmarks for target setting within each specific objective of the programme, as per the indicators set out in the original logical framework; validate if the activities within the project design are sufficient in scale and scope in order to meet these targets; and identify opportunities for sustainability of project activities in the target area. A midterm evaluation is carried out in the middle of the programme phase as a follow up survey to the baseline. The end line evaluation is conducted at the end of the programme phase to determine the changes after the intervention.

This strategy shall utilise the use of statistically reliable sampling (random sampling, and non-probability sampling) to support the effective utilisation of structured questionnaires to gather both qualitative and quantitative data.

## **1.6 Division of Responsibilities**

The project management team in collaboration with the M&E team will be coordinating the development and regular updating of the M&E strategy and plan in line with the new project reporting requirements. The tools (questionnaires, checklists) design, review and management are to be made in line with the programme logical framework and reporting requirements. The Programme Officer will also be responsible to manage, upgrade and

maintain the data base systems and provide technical support to implementing partners through the conduct of regular project implementation reviews, minimum project planning, implementation and reporting requirement refresher trainings, real time data collection and visualisation training/s to partners as to when the need arises to enhance accuracy in reporting and results tracking. The M&E team will also facilitate baseline and evaluation surveys as and when required to ensure that the data/information requirements for all corporate and donor reporting are met.

The programme focal persons at the PCU – MoFEA are responsible to guide on data and information needs through regular feedback on M&E tools, ensure that the data/information collected through the M&E system is properly utilized, provide timely and constructive feedback on the M&E tools, techniques and products, ensure proper follow-up of issues/problems identified through M&E and take corrective measures. Please see table below - for detail role and responsibilities.

<b>Responsible Staff</b>	<b>Roles within monitoring</b>
<b>Project Coordinator/Director</b>	<p>Approve the Project Coordination Unit monitoring strategy/plan</p> <p>Approve the project level log frame</p> <p>Approve any reports containing monitoring information that will be circulated externally</p> <p>Approve the Standard Project Report for submission to donors</p>
<b>Programme Officer</b>	<p>Lead annual performance review exercise</p> <p>Validate the project level log frame (during project design)</p> <p>Review reported follow-up requirements and ensure follow-up actions are communicated to senior management or partner</p> <p>Liaise with heads of partner institutions/directorates and undertake visits to view project outputs and outcomes, as and when necessary</p>



<b>Monitoring &amp; Evaluation Officers</b>	<p>Develop PCU monitoring strategy including the project monitoring plan and toolkit, in coordination with programme colleagues as well as partners as appropriate.</p> <p>Develop unit work plans as part of the annual performance plan exercise</p> <p>Develop project level log frame (during project design), in coordination with programme team</p> <p>Develop the monitoring plan and budget</p> <p>Prepare consolidated monitoring reports on outcomes and outputs</p> <p>Develop action plans based on recommendations from the monitoring reports</p> <p>Monitor compliance with project monitoring plan and progress of regular data collection</p> <p>Oversee and provide quality assurance for monitoring and/or programmatic inputs to the Standard Project Report</p> <p>Organize and participate in reviews and evaluations</p> <p>Provide guidance to implementing partners/beneficiaries on how to manage and monitor the project</p>
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### 1.7 Budget Cost for the 2019 M&E Plan

The operationalization of the 2019 M&E Plan will be executed through the utilisation of the USD 6,000.00 approved Project Implementation Monitoring (Trekking) budget line. Complimentary activities and budget lines such as biannual Project Implementation Review Meetings with partners, and Training of Implementing Partners Focal persons on Project operational SOPs (planning & implementation minimum requirements, & best practices) & UNDP New HACT Framework will consolidate the intended desired results that this M&E Plans seeks to achieve during the 2019 fiscal year under the EMP project.

### 1.8 Conclusions

In line with projects strategic direction, PCU M&E Plan/strategy for Monitoring and Evaluation seeks to enhance its activities to address shortfalls in timely reporting and results tracking. This suggested strategy is expected, in the short and medium term contribute to more efficient time management and more focus on programme implementation, coordination, coherence and effectiveness.

