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PROJECT DOCUMENT

The Gambia Project

Project Title: Consolidating Democratic Governance for Development in The Gambia

Project Number: 00109067

Implementing Partner: Direct Implementation Modality

Start Date: January 2018

End Date: December 2021

PAC Meeting date: 18/01/2018

Brief Description

The 2016 presidential elections, which were widely acclaimed as credible, transparent and peaceful elections presented a new opportunity for The Gambia and increased engagement with its people and development partners. However, the seven weeks of political impasse that followed, culminating in the departure into exile of former President Yahya Jammeh, highlighted the very difficult and challenging 22 years of authoritarian and repressive rule. The new government has now begun to address the structures and culture for democratic consolidation and efforts to strengthen key institutions such as the Electoral Management Body, National Assembly, Political Parties, Civil Society, and the Media. Among the key priorities for such support are strengthening continued reforms and capacity building for key democratic institutions.

The **overall aim** of this project is: 1) strengthening the democratic character of The Gambia's political processes; and 2) promoting outcomes that consolidate and advance democratic governance, peace and accountability to achieve the country's stated development priorities and goals, and the Sustainable Development Goals, especially SDGs 16. The project will consist of **6 components**: 1) Promoting Credible, Transparent and Sustainable Electoral Processes and Political Engagement; 2) Strengthening the National Assembly; 3) Promoting democracy, social cohesion and peace; 4) Civic Engagement and Enhancing Participation by Women, Youth and other marginalized groups (Human rights and Gender Equality); 5) Supporting Constitutional and Legal Reforms; and 6) Strengthening Institutional Frameworks for accountability and citizen's participation.

The **project strategy** will embrace the Electoral Cycle Approach, i.e. its interventions will commence during the pre-voting period and it will seek 1) to support broad-based institutional and legal reforms, and 2) to conduct capacity enhancement through training and professional development for the key institutions and processes identified.

The Direct Implementation Modality (DIM) will be proposed for the project to effectively work with the multiple partners participating in the project implementation, and to ensure timely delivery of activities. DIM will also strengthen UNDP's engagement with additional partners for support.

The approach towards the achievement of initiatives under the project will be characterized by the gentle accompaniment of key actors, a consistent emphasis on national and local ownership, and a focus on the steady absorption of capacity by counterparts rather than one-off trainings. The project will work closely, with relevant UN agencies, development partners, government agencies, civil society organizations and communities to address the need for building capacities for dialogue and facilitation, and to develop joint actionable responses to promote reform, inclusive and dialogue processes, and strengthen democratic development.

Contributing Outcome (UNDAF/CPD, RPD or GPD):
By 2021 Institutional reforms implemented to ensure rule of law and guarantee the protection of the human rights of all including access to justice, gender equality, access to basic services and democratic participation in decision-making processes".

Total resources required:	US \$4,400,000	
Total resources allocated:	UNDP TRAC:	US \$4,400,000
	Donor:	
	Government:	
	In-Kind:	
Unfunded:		

Agreed by:

Government	UNDP	Implementing Partner
Name: <u>CHERNO MARENAN</u>	Name: <u>Ade M. Lokofo</u>	Name:
Title: <u>SECRETARY GENERAL</u>	Title: <u>RR</u>	Title:
Date:	Date: <u>09/03/2018</u>	Date:



DEVELOPMENT CHALLENGE

The Gambia has come out of a very difficult and challenging post-election crisis culminating in the departure into exile of former President Yahya Jammeh and the inauguration of President Adama Barrow. During the political impasse, the UNDP remained engaged with the relevant national authorities, UNOWAS and ECOWAS for a peaceful resolution of the crisis and a smooth and orderly transition from the old regime to the new government.

However, after 22 years of authoritarian and repressive rule characterised by a culture of fear and silence, the new government has now begun to address the structures and culture that enabled the human rights violations of the past and the politicization of state institutions. Though there has not been protracted conflict, the country remains fragile bearing the hallmarks of a post-conflict society with citizens eager for justice after two decades of human rights violations. Of immediate concern is that two decades of repressive and authoritarian rule has undermined the democratic spirit and rule of law, compromised the efficacy of processes, systems and institutions of good governance, and eroded institutional and individual capacities. These coupled with the financial malpractices, as evident in the Commission of Inquiry into the Assets of the former President had weakened the economy. The Gambia was listed as a "fragile state" in the World Bank categorisation in 2015 and 2016.

The Executive and Legislature, dominated by the former President's party became stronger than the electorate, public institutions became weaker and civil society organisations faltered and came under scrutiny anchored on intimidation by the Executive. Opposition parties were threatened, intimidated and heavily restricted. These led to the curtailment of civil liberties resulting in limited engagement and participation of citizens in public affairs to hold government accountable. The former government and its political operatives, both at national and local levels, enabled the executive to implement their own policies and strategies ignoring due process and procedure. This inevitably destroyed local autonomy which in turn eroded the constitutional rights of the average Gambian.

There has been an absence of proper checks and balances within the three arms of government resulting in the operation of a non-transparent political system that served to embolden corruption and promote wasteful use of public resources. The public sector was dysfunctional, crippled by cronyism and corruption that saw an abuse and misuse of state resources for personal ends. Consequently, over the years, The Gambia has barely showed any progress according to indicators such as the Transparency International Corruption Perspective Index, the Heritage Foundation Index of Economic Freedom as well as the Ibrahim Index on African Governance Indicators on corruption, transparency, accountability, rule of law and popular participation of citizens in public life. The Gambia is within the bottom 35% of the most corrupt countries and this has severely curtailed inflows of international aid.

The new government intends to institute good governance and human rights practices by restoring and strengthening internationally accepted processes, systems and institutions of democratic governance as well as building renewed confidence in the state apparatus. Expectations are high especially among the youths (65% of the population are below 25 years), who have not known any other leadership apart from former President Jammeh's repressive rule. This significant segment of the population is already looking forward to experiencing open and accountable democratic and human rights processes with an expansion in opportunities for sustainable livelihoods.

Previous interventions before President Jammeh's departure in the areas of governance and human rights have deepened the foundations for coordinated delivery of high-quality justice to the poor, focusing on women and the most vulnerable population through legal aid services by the National Agency for Legal Aid and mediation services of the Alternative Dispute Resolution Secretariat, using the innovative mobile legal aid clinics at community levels. Following study tours to Nigeria on Human Rights Commission and to Rwanda on the establishment of an Anti

Corruption Agency, debriefing sessions were held and lessons learned and best practices shared with key national stakeholders. Given the previous country governance context, efforts to promote and protect rights were also accorded a priority. UNDP in partnership with OHCHR (WARO) built capacities of the CSO/NGO community and government agencies on international norms, instruments for compliance and reporting on UN Treaty Bodies. The CSO/NGO community have formed a network, whilst the Ministry of Justice has re-established the Inter-Ministerial Task Force on UN Treaty Bodies to clear backlog of national reports and coordinate implementation of recommendations from the treaty bodies.

The support to the National Assembly elections in April 2017 within the framework of the Electoral Support Document (2016-2018) with a focus on building of capacities and domestic observation ensured credibility to the electoral process. With nearly 95% of the 53 National Assembly being new, the need to build and strengthen capacities in key functions on law making, budgeting, oversight functions, outreach and representations is pronounced. The National Assembly is expected to play a key role in the enactment of a new Constitution and review of the justice system to bring it in line with international best practices and norms.

Many years of centralised power, authoritarianism and gross human rights violations hampered the development of a vibrant multiparty culture and shrunk dialogic spaces. The limited democratic culture within and between political parties will need strategic and capacity support in promoting inclusive and accountable political parties that can articulate policy positions, engage in dialogue processes and negotiate change processes constructively.

I. STRATEGY

Building on the past partnerships between UNDP and national stakeholders, and following series of consultations with the new government, the UNDP has been called upon to support the new government put in place measures and reforms that would help restore and consolidate democratic governance especially on strengthening the National Assembly to promote participatory democracy, promoting inter and intra-party dialogues, human rights, anti-corruption through improved accountability and transparency and the promulgation of a new constitution using innovative approaches to reach youths and women

The United Nations Development Assistance Framework (2017-2021), mainstreams the international development agenda guided by the Sustainable Development Goals (SDGs), Agenda 2063 and national development priorities outlined in the NDP (2018 – 2021). The prioritization exercise established three priority areas of cooperation, which are the following: governance, economic management and human rights; human capital development; and sustainable agriculture, natural resources, environment and climate change management. UNDP will support this agenda by continuing to leverage on its comparative advantage in economic and political governance, human capital development, poverty eradication and resilience development to implement the three main result areas in its Country Programme Document (2017-2021). These are: inclusive economic growth and poverty eradication; governance and human rights; environment and resilience.

The UNDAF Mid-Term Review (2014) indicated that some progress was made in deepening democratic governance but significant challenges remain. The slow pace of reforms in the previous government limited impact on citizen participation in decision making, particularly women representation in the National Assembly and municipal councils; on anti-corruption and accountability and the promotion of human rights. These delays and limited capacity weakened political and economic governance, as illustrated by the evaluation of the civil service reform programme. Support will therefore focus on the nexus between political and economic governance

by supporting the creation of an enabling environment for good governance to achieve improved economic management for poverty eradication through enhanced bilateral and multilateral partnerships with positive consequences on FDI, business growth and government revenue.

The project takes as its point of departure the premise that in order to be effective and sustainable it must assume a broader role of supporting several actors in the democracy building arena. The project theory of change is that holistic approach which builds the capacity of national governance institutions, civil society and sub-national governance and civil society will entrench principles of accountability and participation. Towards this end, the following democratic institutions have been identified for support: The Independent Electoral Commission (IEC); the National Assembly; the Inter-Party Committee; Civic Society, Media and Women's Organizations; Ministries of Justice and Interior, and Local Government institutions. Specifically, the project will support enhanced citizen participation, and strengthen capacities of oversight and accountability institutions including TANGO, WANEP and NCCE. Support for designing and implementing a citizen engagement framework will target the media and place emphasis on promoting voice to women and excluded groups, including youth and persons with disabilities, by strengthening platforms for dialogue to promote active participation in the democratic process. Continued advocacy for human rights to ensure the establishment of the National Human Rights Commission and human rights monitoring mechanisms. These strategic choices are consistent with the broad objectives of the Post-2015 Agenda, the African Union's Agenda 2063 and will also contribute to the attainment of SDG 16.

The project will focus on a mix of upstream policy and regulatory interventions and downstream catalytic and transformational interventions. It will seek to address cross-cutting issues such as legal, institutional, and operational reform; integration of conflict management and peace-building within governance interventions, facilitation of the inclusive participation and empowerment of women, youth and PWDs in ongoing reforms. It will seek to mainstream gender issues across all the components. Other cross-cutting issues will also be mainstreamed across all components, thereby ensuring that each component responds to each of these issues in a coherent and systematic manner.

II. RESULTS AND PARTNERSHIPS

Expected Results.

The project will be achieved through six **(6) main interrelated components** as follows:

- Promoting Credible, Transparent and Sustainable Electoral Processes and Political Engagement
- Strengthening the National Assembly
- Promoting democracy, social cohesion and peace
- Civic Engagement and Enhancing Participation by Women, Youth and other marginalized groups (Human rights and Gender Equality)
- Supporting Constitutional and Legal Reforms
- Strengthening Institutional Frameworks for accountability and citizen's participation

The approach towards the achievement of initiatives under the project will be characterized by the gentle accompaniment of key actors, a consistent emphasis on national and local ownership, and a focus on the steady absorption of capacity by counterparts rather than one-off trainings. The project will work closely, with relevant UN agencies, development partners, government agencies, civil society organizations and communities to address the need for building capacities for dialogue and facilitation, and to develop joint actionable responses to promote reform, inclusive and dialogue processes, and strengthen democratic development.

Component 1: Promoting Credible, Transparent and Sustainable Electoral Processes and Political Engagement

The extent to which The Gambia is able to generate and sustain confidence in the democratic process in general and in the electoral process in particular will greatly depend on the ability of the IEC to play a pivotal role as key catalysts for democratic consolidation in the country.

While support to one-off electoral events may indeed produce positive results, to achieve sustainability there is need for systematic approach that ensures sustainable and long-lasting effects on the institutional strengthening of the election institution and the broader democratic development of the country. Strengthening the Electoral Cycle Approach for Deepening Democracy in The Gambia will enable the project to focus its interventions based on multi-level, multi-dimensional and multi-institutional frameworks. This approach will further guide the project and build on isolated short-term “event-based” interventions with long-term, broad-based integrated democracy building and development support strategies.

Guided by the Electoral Cycle Approach, the project strategy will entail interventions which will commence during the pre-voting period, specifically seeking to support broad-based legal and constitutional reform, and enhance capacity through training and professional development for key institutions and processes. Using the ECA will assist the project to engage with broad range of actors - IEC, NAMs, Political Parties, Civil Society, Media and Women's Organizations - to support reform and capacity building initiatives, and to engage effectively with the electoral process especially during the election period.

The project will deliver the following six (6) outputs:

- Strategic planning, policy and operational capacities of IEC strengthened.
- Electoral Systems and processes strengthened.
- Legal and Policy framework for elections improved (Administrative, Management and Electoral reforms)
- Capacity of IEC staff enhanced through organization of BRIDGE training modules
- Capacity of the IPC enhanced for inter-party dialogue and the implementation of recommendations (inter-party dialogue and complaints handling mechanism)
- Support political party internal mechanisms for promoting affirmative action and support to women, youth and marginalized groups.

Component 2: Strengthening the National Assembly

Support to the National Assembly will build the capacity of parliamentarians to enable them carry out their representational, oversight and legislative roles and functions effectively. Based on the findings of a capacity needs assessment of the key Committees, including the one on Gender, trainings in partnership with OHCHR(WARO) will focus on identified areas using different training tools and methods as well as guidelines and manuals. NAMs will receive specific trainings on human rights and their relations to governance. In addition to building capacities of the NAMs, the project will assist in building the expertise of the committee secretariat and enhance public participation in committee processes. The work of the parliamentary legislative office will be enhanced. The project will explore the possibility of partnering with local training institutions and the University of The Gambia to conduct tailor-made courses. Capacity development activities will also include staff of the Hansard Unit in terms of not only transcribing on plenary sessions, but also in an expanded role in terms of minute taking and providing strategic support to the Committees

Weaknesses in the representative capacity of the National Assembly can pose a significant threat to legitimacy. The National Assembly will be supported to develop a partnership strategy and to strengthen interactions between NAMs and their constituents, and with the CSO/NGO community to ensure effective relations are developed. This will involve working with NAMs to extend their constituency outreach, supporting parliamentary outreach to increase public awareness of the role of the National Assembly and civil society to facilitate interactions with NAMs. A Parliamentary Monitoring Scorecard will be initiated to recruit monitors who would attend parliamentary sessions to administer a checklist on the performance of parliamentarians. The checklist will translate into a scorecard, which will then be compiled into the National Assembly Democracy Report to be published. It is envisaged that the report will generate open discussion to promote citizens' interest and participation in the work of the parliament. In this way representatives will also recognize the need to respond to the needs and concerns of their constituents.

Specifically, the following will be delivered:

- Legislative role of Committees strengthened.
- Capacity of Committees (especially the Public Accounts Committee and Public Enterprise Committee) to scrutinize and oversee the Executive improved.
- Legal drafting Unit established and strengthened.
- Relations between the National Assembly and CSOs increased and improved/strengthening of constituency relations and outreach
- Capacity of women holding elected public office enhanced and Support to Women's Parliamentary Committee

Component 3: Promoting Democracy, Social Cohesion and Peace

The main objective of this component is to address challenges and gaps in existing mechanisms to defuse tensions and prevent potentially violent conflict. It aims to strengthen systems and structures for constructive resolutions of all types of disputes at all levels of society. It will create and strengthen functioning local and national platforms in The Gambia for open and respectful debate and decision-making to achieve sustainable development and peace. The use of collaborative leadership, dialogue and negotiations to reach inclusive solutions to problems, and transform conflicts will be promoted and fostered.

To address deficits in political collaboration and social cohesion that heighten the risk of violent conflict around highly contested and divisive societal issues, The Gambia and its citizens would benefit significantly from the establishment and strengthening of platforms and venues for inclusive, sustained, multi-sectoral and multi-level engagement and problem-solving to enhance a culture of respectful dialogue, inclusive participation and tolerance. A wide range of stakeholders—including political party leaders, elected and appointed officials, civil society, faith-based organizations, women and youth representatives, traditional leaders, the private sector and media—will develop the skills, attitudes, aptitudes, and behaviours for collaborative dialogue and decision-making which would vitally contribute to the short-term challenge of conducting responsible and peaceful electoral processes and help to stimulate and shape a more constructive political culture that would assist Gambians to attain their development goals, reduce poverty and enhance democratic processes. Additionally, it will promote participation, collaboration, mediation and negotiation for community/national consensus and cohesion.

While it is important to invest attention and resources in building legislative frameworks and mechanisms for addressing past injustices and providing restitution for the damage inflicted, it is equally important that much effort is put in developing capacity and proper structures for collaborative leadership, and managing tensions and conflicts that the new arrangements will produce, in order not to deepen mistrust and widen existing social cracks. This will enhance prospects for the stability, accountability, prosperity in the 'new Gambia' and help create the enabling environment for realizing SDG 16 on peaceful, just and inclusive societies.

This component will deliver on the following:

- Increased momentum developed at national level among Executive and Legislative leadership towards collaborative leadership and dialogue for national good
- A gender-sensitive national infrastructure for peace framework developed and implemented
- Women's capacities to participate in peace and security strengthened
- Youth effectively mobilized towards the promotion of peaceful resolution of conflicts; a violence-free election; and civic rights and responsibilities.
- Capacities and influence of Interparty Committee and civil society coalition on elections strengthened for interparty dialogue.

Component 4: Civic Engagement and Enhancing Participation by Women, Youth and other Marginalized Groups (Human rights and Gender Equality)

The participation of women in elective positions like the National Assembly and other avenues of democratic representation and participation in political life in The Gambia is low. However, in appointed decision-making structures including the cabinet and public offices representation is reasonable. The result is that women's perspectives and issues are often excluded or not considered during the policymaking process. Although The Gambia has legal and policy frameworks that in principle support women's political rights and the country has ratified numerous international conventions including the Convention for the Elimination of All forms of Discrimination Against Women (CEDAW) which guarantee the right of women to participate in political life, in practice these commitments have not been fully translated into national legislations and policies. Consequently, the country has less than 10% of women in the national assembly, much lower than the sub-Saharan average of 20.3%. Against this background, more work lies ahead to deal with the lack of opportunities for women to engage effectively in political life. This means challenging cultural values and traditions which militate against the role of women in political decision-making processes and to create sustainable processes of women's empowerment especially in elections, first as candidate, voters, and even election officials.

As demonstrated in the 2016 presidential elections, the role of a vibrant and dynamic civil society in strengthening democratic and accountable governance in The Gambia cannot be overemphasized. When civil society functions well, it can champion governance reforms, confront corruption, advocate respect for human rights, and promote and defend democratic processes and institutions. But for civil society to function well and contribute meaningfully to democratic transition, there is a need for a balanced relationship between civil society and the state - a relationship premised on mutuality and complementarity. Civil society in The Gambia need capacity development to engage more effectively within their own constituency and with the state, in order to engender open and constructive dialogue on democratic reform and peaceful resolution of conflict. Gambian civil society requires more efforts to enhance its strategic focus and to become more representative, non-partisan, transparent and inclusive. Apart from a handful of organizations that have a national character and the institutional capacity to engage in and support robust initiatives for democratic reform, most Gambian civil society outfits are nascent and under-resourced.

Consequently, it is critical to support civil society through training and mentoring *to become viable institutions of democracy with a stronger voice for public accountability.* Support to CSOs under the project will focus on improving institutional capacities of CSOs to develop and engage in a

wide range of deepening democratic governance initiatives, including advocating for electoral reforms, disseminating information on and monitoring government performance. Focus will also be paid to establishing networks and platforms to create conditions for deeper intra-civil society relations tailored to improve the impact and outcomes of their engagement. The identification of participating CSOs at various levels will be done in conjunction with other partners to ensure complementarity and synergy.

Support to the Media is to promote participatory democracy by creating an enlightened citizenry that is aware of the existence of the Media Act, familiar with its provisions and able to obtain information on a variety of governance issues relevant to their needs and interests. The Media remains the most profound tool in deepening democracy by significantly changing the relationship between the government and the governed by re-ordering the existing state of affairs in the public governance architecture, where-in members of the public were not allowed to enquire into how public officials (elected or appointed) managed the Gambia's resources. This component will provide technical support, strategies and approaches to deepen democracy through the effective use of the Media.

The role of the media in promoting, defending and advancing democracy and good governance is much appreciated. At various times, the media has played a critical role to promote democracy and contributed to the exit of the past anti-democratic regime that kept the country hostage for 22 years. Against this background, there is a clear role of the media in keeping the government accountable to the people. The last few years have seen the emergence of new or social media as formidable force in fostering increased citizen access to information through phenomena such as citizen's journalism based on SMS, MMS, Facebook, Twitter, etc. The project will respond to and seek to support these new forms of media as a means to foster enhanced citizen's engagement to promote transparency and accountability. This will be done through strengthening the capacity of media institutions to understand their roles as educators, monitors, advocates for democracy, and to effectively carry out their journalistic mandate based on the principles of accuracy and balance; and implementing a media-monitoring program to track adherence to good practices and international standards, limiting the use of inappropriate and inflammatory language, neutrality, and media independence.

This component will deliver on the following:

- Legal reforms and women's empowerment initiatives to promote affirmative and women's empowerment and effective participation in governance; politics and elections undertaken.
- CSO's capacity to advocate affirmative action enhanced
- Networks and selected CSOs capacity strengthened
- *Civil Society engagement in Democratic Reforms and Monitoring supported*
- Strengthening the capacity and Voice of the Media

Component 5: Supporting Constitutional and Legal Reforms

The recent passage of the Constitutional Review Commission Bill has confirmed the new Government's commitment to a review of the Constitution and allied legislation given the urgent need for the democratic process and the rule of law to be enforced and strengthened.

The development and promulgation of the new constitution will take into account the need to establish clear demarcations between the executive, legislature and judiciary and the provision of appropriate and workable checks and balances between these organs of State. It will ensure the accountability of government to the people of The Gambia, guarantee the full participation of the citizens in the political, social, economic and cultural activities of the country, and ensure that the basic human needs of the citizens are met. While proposals have been made to amend/review certain aspects of the Constitution, it is thought that overall, the strategic objective of a return to sustainable democracy, would require the drafting of a new Constitution. At a national conference

on Justice and Human Rights held in The Gambia on 23 – 25 May 2017 under the auspices of the Ministry of Justice, and following identification of numerous amendments proposed for the 1997 Constitution, there was consensus by a cross-section of Gambians - religious, political, civil society and other communities, for the new constitution.

A 15-person Commission is expected to be established as the Constitutional Review Commission (CRC) to be supported by such persons, including research officers, administrative and other support staff who shall be answerable to the Chair of the CRC, as it deems necessary for the execution of its mandate. The CRC is expected to visit and hold public consultations in all 48 constituencies in The Gambia to receive the views and opinions of the public on the proposed new constitution. It will also engage in a very rigorous public information and outreach program about its activities and functions. These will be supported by the project to ensure the views and opinions of Gambians on the establishment of an appropriate democratic system of government anchored upon good governance, respect for the rule of law, human rights and constitutionalism are adequately reflected in the Report of the Commission.

The last Government received recommendations from the 2012 and 2014 Universal Periodic Reviews on various issues on human rights, especially on the need to establish a National Human Rights Commission in accordance with the Paris Principles. A law for the Establishment of a Human Rights Commission with inputs from UNDP, UNHCR and UNICEF was enacted in December 2017. Before the establishment of the Commission, nationwide sensitisation/advocacy campaigns will be carried out. In addition to institutional support to the new Commission, the project will support capacity development of key staff, and develop and validate the code of conduct and an operational manual. Greater engagement with UN Treaty Bodies will be supported to include ratifying international conventions, reporting to treaty bodies and monitoring implementation the obligations.

This component will deliver on the following:

- Support to the establishment and operation of the Constitutional Review Commission.
- Support to constitutional review process
- Support to establish the National Human Rights Commission

Component 6: Strengthening Institutional Frameworks for Accountability and Citizen's Participation

With a view to restore the trust of Gambians in state institutions and the justice system, impunity needs to end. A multidisciplinary approach is required to eradicate corruption and improve all-inclusive development. To achieve these changes, citizens must engage and be responsible, responsive and accountable to promote transparency, accountability and integrity, particularly in public offices. The national capacity to prevent, detect and prosecute corruption-related offences needs to be improved, confirming the transition towards a new order that no longer tolerates the mismanagement of financial resources is essential for achieving the SDGs. The platform will organise focused advocacy campaigns at all levels to share knowledge and experience, and develop skills for citizens to embrace best practices in corruption prevention. State and non-state actors will be engaged constructively and sensitively to ensure perpetrators of corruption are apprehended and brought to justice. The focus will be on citizen's participation and the project will work with government, CSOs and grassroots social movements to formulate legislation to enforce effective laws and regulations to combat corruption. It is further recognised that the existence of credible and independent media outlets will be critical in the fight against corruption and the project will fully engage the media ensuring that they provide independent perspectives and angles together with accurate and reliable reporting of facts. The setting up of strong institutions, notably the National Human Rights Commission in compliance with the Paris Principles, anti-corruption

agencies, complaint commissions, etc. will create the core foundations and provide guarantees and safeguards to promote and defend the rights of Gambians.

The Gambia has been a party to the United Nations Convention Against Corruption since 2005, but its legal framework has yet to conform to international standards. In order to create conditions for a more effective fight against corruption, national legislation needs to comply with international standards and best practices, which include the establishment of an independent and efficient agency. With support from UNODC, the Ministry of Justice is currently strengthening the draft Anti-Corruption Bill with suggestions for improvements following a Stakeholder Workshop in August 2017.

There will be further support from the project to develop and validate the legal and institutional frameworks. For the Anti-Corruption Agency, a code of conduct and an operational manual will be developed, whilst specialised skills training and capacity building for key staff members will be conducted. A nationwide sensitisation and advocacy campaign will also be implemented. Active citizen's engagement and participation in the fight against corruption will be encouraged.

This component will deliver on the following:

- Effective and accountable independent institutions
- National decentralization policy and legal framework reviewed and assessment of existing capacities to roll out policy conducted
- Strategy to reform and implementation of decentralisation formulated
- Support to strengthen local governance capacities for planning, implementation and monitoring of service delivery at local levels.

2.1 Resources Required Achieving the Expected Results

Resources required to implement the planned activities to achieve the expected results include human resources and equipment at a total cost of US\$4.4 million over the four-year period. This funding envelope will be covered by the UNDP. Furthermore, these resources are expected to be complimented with donor funding. Human resources cover personnel requirement including training at the level of the beneficiary institutions and technical consultants that may be hired to deliver specific services. Material requirements comprise operational equipment, software and logistics required to facilitate project implementation.

2.2 Partnerships

Recognizing the importance of strategic partnership to maximize impact, the project management will pursue a strategy for partnership and resource mobilization for achieving the objectives and results set out in the project document in close collaboration with the contributing partners, the government, CSOs and other relevant stakeholders. The approach to partnership will be informed by the increasing space for democratic governance in The Gambia, which requires development partners, government and other stakeholders to work together through collaborative mechanisms including appropriate division of labour to avoid duplication and promote efficient use of resources.

UNDP will continue to pursue constructive consultation and partnership with Traditional partners that work in the realm of good governance and human rights like the EU and the OHCHR (WARO), the UNODC, The Westminster Foundation for Democracy, the Tony Blair Africa Governance Foundation, the National Democratic Institute and the International Republican Institute. Efforts will be made to bring in other partners with common interest and to mobilize additional resources for the project. UNDP will seek to complement, collaborate and partner with these institutions for greater effectiveness and impact on the ground, while avoiding unwarranted duplication and waste of scarce resources. The project will support innovative forms of dialogue to create more space for non-state participation in consolidating democracy and promotion of inclusion

Project implementation agencies within government include Ministry of Justice, the Ministry of Interior, the Office of the President, National Assembly Authority and the Womens' Bureau under the Office of the Vice President. Another key partnership is with the Association of Non-Government Organizations (TANGO), which represents the broadest grouping of CSO/NGOs in the country as well as WANEP and National Youth Council. UNDP will seek to engage these institutions as responsible partners for some planned interventions.

2.3 Risks and Assumptions

The key risk factors in the execution of this project will be in line with the key assumptions of the project. These are:

- A stable external environment and internal political and economic environment;
- Sustained structural reforms;
- Availability of timely and quality data;
- Availability of resources and capacity of institutions to absorb them;
- Government sustained commitment to set policy path;
- National ownership.
- Internal capacities within responsible parties to engage and undertake planned actions

A full risk log attached as an annex to this document outlines how the key risk factors will be mitigated.

2.4 Stakeholder Engagement

The key stakeholders will be the beneficiaries of this programme, which include: newly elected parliamentarians, newly recruited staff for the Anti-Corruption Agency and institutions that provide capacity building programmes with linkages to the project objectives. The strategy to engage these groups will be to firstly leverage on key project stakeholder institutions that have a point of entry to and with these groupings. These include the Ministries of Justice, Interior and Land and local Government, the National Assembly, TANGO and selected CSOs, Gambia Radio and Television Services, the University of the Gambia, and Gambia Press Union. Consultation workshops will also be conducted with identified stakeholder groups to increase outreach and this will be complemented by a media outreach strategy that leverages on social media.

2.5 South-South and Triangular Cooperation (SSC/TrC)

UNDP will seek to explore South-South and Triangular Cooperation where possible and necessary, by allowing for sharing of best practices, exchanges, study visits and provision of technical assistance personnel from countries in Africa and the South. Where it makes economic sense, the project will draw on technical assistance to conduct training on the ground. However, the project will by design seek to maximize the use of local capacity in project implementation. UNDP will strategically leverage its position as neutral convening entity to dialogue and advocate on sensitive issues on corruption, human rights and constitutional reviews. The first point of call for workable models successfully implemented elsewhere will be in countries within the West Africa sub-region but also countries such as Rwanda, South Africa and Kenya which have strong, innovative and emerging practices in the area of governance. Avenues for cooperation will also be explored from countries within the African continent that have achieved success in expanding citizens engagements with parliaments, anti-corruption measures and constitutional reviews.

2.6 Knowledge

A key feature of project management will be to devise an activity plan in consultation with national planning objectives that will make it possible to conduct regular surveys of key input variables as

outlined by the institutions. This will be complemented with mid-term and final evaluation reviews of the project.

2.7 Sustainability and Scaling Up

The model for sustainability is based on promoting adequate linkages with key beneficiaries to ensure that a host of the project outcomes are championed and maintained by the beneficiaries through their own resources. Involvement of the beneficiary institutions will help them develop capacities that will put them in a better position to drive their agendas and policies, thus strengthening alternative poles of authority and influence whilst opening up more space for inclusion.

III. PROJECT MANAGEMENT

3.1 Cost Efficiency and Effectiveness

The Project Management Unit of the project will be responsible for ensuring that the allocated resources for the Annual Work Plan are utilized effectively in funding the envisaged activities. It shall have a tracking system that will maintain records and controls for ensuring the accuracy and reliability of the Annual Work Plan's financial information. The tracking system in place shall ensure that envisaged disbursements are within the approved budgets. The tracking system shall track the disbursements and the commitments besides capturing expenditure. In managing the Annual Work Plan resources, the Cooperating Partners have fiduciary and compliance responsibilities to UNDP. It also has compliance responsibility for UNDP's reporting procedures.

3.2 Project Management

The project will be based on a Direct Implementation Modality. The project implementation is expected to begin with the formal approval of DIM by the Regional Bureau of Africa and the signature of the project document. The project will be executed by UNDP The Gambia as part of the UNDAF, 2017-2021 and UNDP Country Programme Document as already agreed with the Government of The Gambia. It is anchored in UNDAF Outcome 1.2: "By 2021 Institutional reforms implemented to ensure rule of law and guarantee the protection of the human rights of all including access to justice, gender equality, access to basic services and democratic participation in decision-making processes".

The UNDP will anchor the project on its broader governance mandate and guide the implementation. A Project Steering Committee (PSC) will be established to oversee the overall implementation process. It will be co-chaired by the Minister of Justice and the Resident Representative of the UNDP. Membership of the steering committee will consist of representatives from Government, the IEC, Development Partners, NA, IEC, TANGO, WANEP and GPU. The PSC will meet on a quarterly basis and provide overall guidance including approval of quarterly and annual work plan, the budget and resource mobilisation.

The project will strictly adhere to the UNDP applicable regulations, rules, policies and procedures. For the day-to-day disbursement of project funds, a financial management system in accordance with the Harmonised Approach to Cash Transfers (HACT) for Implementing Partners will be adopted, where applicable

Project assurance is the responsibility of each member of the PSC, supported by the Governance and Human Rights Unit of the UNDP Country Office. This project assurance role will entail carrying out objective and independent project oversight and monitoring functions as well as ensuring that appropriate project management milestones are managed and completed.

The project is subject to all conditions of project implementation under the DEX modality. The project will be monitored through quarterly meetings of the PSC, which will undertake reviews on implementation progress, based on progress reports prepared by the Governance and Human

Rights Unit. The PSC will also undertake monitoring visits to verify implementation progress and hold discussions with beneficiaries to obtain performance feedback. Progress, technical and financial reports will be presented to the PSC for review and the outcome of such meetings will be used to improve on project performance and in strengthening policy and implementation guidelines whenever necessary.

The PSC will receive reports on all activities supported by the project to serve as additional documents to assess and monitor the programme performance and delivery. The reports may include pilot study/project evaluations, consultancy reports or reports from participants who attended trainings, conferences and workshops. An Annual Project Report (APR) will be prepared and there will be a terminal evaluation of the project on its completion.

3.3 M&E Framework for the Project

Monitoring is a continuous function that aims primarily at providing management and main stakeholders of the project with early indications of the progress, or lack thereof, towards delivering intended results. In accordance with the programming policies and procedures of the UNDP, the project will be monitored through the following:

Within the Annual Cycle

On a quarterly basis, a quality assessment shall record progress towards the completion of key results.

An Issue Log shall be activated and updated by the Project Manager to facilitate tracking and resolution of potential problems or requests for change.

Based on the initial risk analysis submitted (see annex 1), a risk log shall be activated and regularly updated by reviewing the external environment that may affect the project implementation.

Project Progress Reports (PPR) shall be submitted by the Project Manager to the Project Steering Committee.

A project Lesson-learned log shall be activated and regularly updated to ensure on-going learning and adaptation within the organization, and to facilitate the preparation of the Lessons-learned Report at the end of the project. This will also be shared with stakeholders to enhance learning and improve project performance.

A Monitoring Schedule Plan shall be created and updated to track key management actions/events. To monitor the progress on the selected indicators, a monitoring and evaluation framework consistent with the project plan shall be developed, and updated on quarterly basis.

Annually

An Annual Review Report shall be prepared by the Project Manager and shared with the Steering Committee. It should include both narrative results reporting and financial reporting.

Donor reports as required by the donors participating in the project.

In addition to the project monitoring and evaluation processes in the project, it is planned to have a mid-term project evaluation to review the project progress and track to achieving project objectives. Results of this evaluation will be used to update lessons learnt and reprogramming. On project completion, a final project evaluation will be undertaken through an independent consultant to assess the impact of the project and draw lessons learnt.

Overall management as well as monitoring and evaluation of the integrated programme will follow standard monitoring and evaluation procedures described in the UNDAF 2017-21 Action Plan.

UNITED NATIONS DEVELOPMENT PROGRAMME

PROJECT DOCUMENT

The Gambia



Empowerment
Resilient nations

IV. RESULTS AND RESOURCES FRAMEWORK

EXPECTED OUTPUTS	PLANNED ACTIVITIES	Planned Budget by Year				RESPONSIBLE PARTY	PLANNED BUDGET		
		Y1 2018	Y2 2019	Y3 2020	Y4 2021		Funding Source	Amount	
<p>Intended Outcome as stated in the UNDAF/Country [or Global/Regional] Programme Results and Resource Framework:</p> <p>By 2021 institutional reforms implemented to ensure rule of law and guarantee the protection of the human rights of all including access to justice, gender equality, access to basic services and democratic participation in decision-making processes".</p> <p>Outcome indicators as stated in the Country Programme [or Global/Regional] Results and Resources Framework, including baseline and targets:</p> <p>governance indices: CPIA (WB)</p> <p>Rate of compliance of The Gambia with its reporting obligations under ratified human rights treaties.</p> <p>Existence of an anti-corruption commission.</p> <p>% of women serving in legislative and executive branches of the Government at all levels (in particular local councils, national assembly)</p> <p>Applicable Output(s) from the UNDP Strategic Plan: Citizens expectation for voice, development, the rule of law and accountability are met by stronger systems of democratic governance. Faster Progress is achieved in reducing gender inequality and promoting women's participation.</p>									
Project title and Atlas Project Number: Consolidating Democratic Governance for Development in The Gambia									
<p>Output 1: Credible, Transparent and Sustainable Electoral Processes and Political Engagement promoted</p> <p>Baseline: Acceptance of 2021 election results.</p> <p>Indicators: IEC conduct of credible elections consistent with national laws and international standards</p>	<p>Strategic planning, policy and operational capacities of IEC strengthened.</p> <p>Electoral Systems and processes strengthened.</p> <p>Legal and Policy framework for elections improved (Administrative, Management and Electoral reforms)</p> <p>Capacity of IEC staff enhanced</p>	10,000	30,000	20,000	50,000	UNDP IEC	TRAC	110,000	
		20,000	30,000	20,000	50,000				120,000
		20,000	20,000	20,000	20,000				80,000
		10,000	30,000	30,000	30,000				100,000

<p>Output 3: Democracy, Social Cohesion and Peace Promoted</p> <p>Baseline: Emerging tensions following previous elections</p> <p>Indicators: # of CLD held</p> <p># of women participating in peace and security dialogue</p> <p>CSO performance in the electoral process</p> <p># of CSOs and youth groups involved in conflict management initiatives</p> <p>National Infrastructure for peace framework ad policy developed</p>	Capacity of women holding elected public office enhanced/Support to Women's Parliamentary Committee	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	80,000
	Sub-Total for Output 2	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000	800,000
	Increased momentum developed at national level among Executive and Legislative leadership towards collaborative leadership and dialogue for national good.	30,000	20,000	10,000	10,000	10,000	10,000	10,000	10,000	70,000
	A gender-sensitive national infrastructure for peace framework developed and implemented	50,000	40,000	30,000	30,000	30,000	20,000	20,000	20,000	140,000
	Women's capacities to participate in peace and security strengthened.	50,000	30,000	40,000	40,000	40,000	40,000	40,000	40,000	160,000
	Youth effectively mobilized towards the promotion of peaceful resolution of conflicts; a violence-free election; and civic rights and responsibilities.	20,000	20,000	30,000	30,000	30,000	30,000	30,000	30,000	100,000
	Capacities and influence of Interparty Committee and civil society coalition on elections strengthened for interparty dialogue.	50,000	50,000	50,000	50,000	50,000	30,000	30,000	30,000	180,000
	Sub-Total for Output 3	200,000	160,000	160,000	160,000	160,000	130,000	130,000	130,000	650,000

<p>Output 4: Civic Engagement and Participation by Women, Youth and other Marginalized Groups Human rights and Gender Equality) Enhanced</p>	<p>Legal reforms and women's empowerment initiatives to promote affirmative and women's empowerment and effective participation in governance; politics and elections undertaken especially at local government levels.</p>	30,000	30,000	30,000	30,000	30,000	30,000	30,000	120,000
<p>Baseline: Large number of CSOs but under-resourced and lack strategic vision and direction.</p> <p>Indicators:</p> <p>1. NGO/CSO Act is passed by the National Assembly</p> <p>2. Measures adopted by government, political parties and CSOs to mainstream gender and women empowerment</p> <p>3. % of women nominated by parties and voted into public office</p> <p>4. Changes in the public perception of women in the decision making processes</p> <p>5. Capacity assessment of CSOs working on gender, youth and other marginalised groups</p> <p>6. Capacity assessment of selected</p>	<p>CSO's capacity to advocate affirmative action enhanced</p> <p>Networks and selected CSOs capacity strengthened</p> <p>Civil Society engagement in Democratic Reforms and Monitoring supported</p> <p>Strengthening the capacity and Voice of the Media</p> <p>CO contribution to UN Joint Programme on Gender Support to participation in CSW 2018</p> <p>CO contribution to Joint Programme on HIV/AIDS Government & Private Sector participation on Gender Seal and Private Sector</p>	50,000	40,000	40,000	40,000	40,000	40,000	170,000	
<p>10,000</p>	20,000	20,000	20,000	20,000	20,000	20,000	20,000	70,000	
30,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	90,000	
50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	200,000	
30,000	30,000	30,000	30,000	30,000	30,000	30,000	30,000	30,000	
15,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000	
15,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000	

<p>media houses</p> <p>increase in % of balanced and fair reporting on electoral and national development issues</p> <p>Output 5: Constitutional and Legal Reforms Supported.</p> <p>Baseline: Current Constitution amended several times to perpetuate the last regime.</p> <p>Indicators:</p> <ul style="list-style-type: none"> revised Constitution is approved National Human Rights Commission in accordance with Paris Principles is established and operationalised <p>Output 6: Institutional Frameworks for Accountability and Citizen's Participation strengthened.</p> <p>Baseline: two decades of poor governance</p>	<p>Sub-Total for Output 4</p> <p>Support to the establishment and operation of the Constitutional Review Commission.</p> <p>Support to constitutional review process</p> <p>Support to establish the National Human Rights Commission</p> <p>Sub-Total for Output 5</p> <p>Effective and accountable independent institutions</p> <p>National decentralization policy and legal framework developed</p>	<p>200,000</p> <p>50,000</p> <p>50,000</p> <p>50,000</p> <p>150,000</p> <p>30,000</p> <p>30,000</p>	<p>240,000</p> <p>50,000</p> <p>50,000</p> <p>50,000</p> <p>150,000</p> <p>30,000</p> <p>30,000</p>	<p>160,000</p> <p>50,000</p> <p>50,000</p> <p>50,000</p> <p>150,000</p> <p>30,000</p> <p>30,000</p>	<p>160,000</p> <p>50,000</p> <p>50,000</p> <p>50,000</p> <p>150,000</p> <p>30,000</p> <p>30,000</p>	<p>160,000</p> <p>50,000</p> <p>50,000</p> <p>50,000</p> <p>150,000</p> <p>30,000</p> <p>30,000</p>	<p>760,000,</p> <p>200,000</p> <p>200,000</p> <p>200,000</p> <p>600,000</p> <p>120,000</p> <p>120,000</p>	<p>UNDP, OHCHR(WAR O) Ministry of Justice</p> <p>UNDP Ministry of Lands and Local Government</p>
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<p>and dictatorship have marginalised the role of local government authorities. indicators:</p> <p>An Anti-Corruption Agency is established and operationalised. review and update decentralisation and Local Government Act policies and regulatory frameworks are harmonised for enhanced coordination of the decentralisation process existence of strategic plans for all regions revenue base of Councils expanded</p>	<p>Current policy and legal framework reviewed and assessment of existing capacities to be rolled out</p> <p>Support to strengthen local governance capacities for planning, implementation and monitoring of service delivery at local levels</p>	30,000	30,000	30,000	30,000	30,000	30,000	30,000	120,000
		40,000	40,000	40,000	40,000	40,000	40,000	40,000	160,000
		130,000	130,000	130,000	130,000	130,000	130,000	130,000	520,000
Sub-Total for Output 6		100,000	100,000	100,000	100,000	100,000	100,000	100,000	400,000
Direct Project Costing									
TOTAL									4,310,000

V. MONITORING AND EVALUATION

In accordance with UNDP's programming policies and procedures, the project will be monitored through the following monitoring and evaluation plans.

Monitoring Plan

Monitoring Activity	Purpose	Frequency	Expected Action	Partners (if joint)	Cost (if any)
Track results & progress	Progress data against the results indicators in the RRF will be collected and analysed to assess the progress of the project in achieving the agreed outputs.	Quarterly, or in the frequency required for each indicator.	Slower than expected progress will be addressed by project management.	PMU and UNDP	
Monitor and Manage risk	Identify specific risks that may threaten achievement of intended results. Identify and monitor risk management actions using a risk log. This includes monitoring measures and plans that may have been required as per UNDP's Social and Environmental Standards. Audits will be conducted in accordance with UNDP's audit policy to manage financial risk.	Quarterly	Risks are identified by project management and actions are taken to manage risk. The risk log is actively maintained to keep track of identified risks and actions taken.	PMU UNDP	and sand
Learn	Knowledge, good practices and lessons will be captured regularly, as well as actively sourced from other projects and partners and integrated back into the project.	At least annually	Relevant lessons are captured by the project team and used to inform management decisions.	PMU	
Annual Project Quality Assurance	The quality of the project will be assessed against UNDP's quality standards to identify project strengths and weaknesses and to inform management decision making to improve the project.	Annually	Areas of strength and weakness will be reviewed by project management and used to inform decisions to improve project performance.	PMU, UNDP and PSC	
Review and Make Course Corrections	Internal review of data and evidence from all monitoring actions to inform decision making.	At least annually	Performance data, risks, lessons and quality will be discussed by the project board and used to make course corrections.	PMU, UNDP and PSC	
Project Report	A progress report will be presented to the Project Board and key stakeholders, consisting of progress data showing the results achieved against pre-defined annual targets at the output level, the annual project quality rating summary, an updated risk log with mitigation measures,	Annually, and at the end of the project (final report)		PMU, UNDP, OHCHR(WARO)	

	and any evaluation or review reports prepared over the period.					
Project Review Project Board)	The project's governance mechanism (i.e., project board) will hold regular project reviews to assess the performance of the project and review the Multi-Year Work Plan to ensure realistic budgeting over the life of the project. In the project's final year, the Project Board shall hold an end-of-project review to capture lessons learned and discuss opportunities for scaling up and to socialize project results and lessons learned with relevant audiences.	Specify frequency (i.e., at least annually)	Any quality concerns or slower than expected progress should be discussed by the project board and management actions agreed to address the issues identified.	PMU, UNDP, OHCHR(WARO)		

Evaluation Plan¹

Evaluation Title	Partners (if joint)	Related Strategic Plan Output	UNDAF/CPD Outcome	Planned Completion Date	Key Evaluation Stakeholders	Cost and Source of Funding
Mid-Term Evaluation	UNDP and PMU	Citizen expectations for voice, development, the rule of law and accountability are met by stronger systems of democratic governance	By 2021 institutional reforms implemented to ensure rule of law and guarantee the protection of human rights of all including access to justice, gender equality, access to basic services and democratic participation in decision making processes	Mid 2019	MOJ, NA, Anti-Corruption Agency, National Human Rights Commission and Constitutional Review Commission.	
Final Evaluation				2022		

VI. MULTI-YEAR WORK PLAN ²³

All anticipated programmatic and operational costs to support the project, including development effectiveness and implementation support arrangements, need to be identified, estimated and fully costed in the project budget under the relevant output(s). This includes activities that directly support the project, such as communication, human resources, procurement, finance, audit, policy advisory, quality assurance, reporting, management, etc. All services which are directly related to the project need to be disclosed transparently in the project document.

EXPECTED OUTPUTS	PLANNED ACTIVITIES	Planned Budget by Year				RESPONSIBLE PARTY	PLANNED BUDGET	
		Y1	Y2	Y3	Y4		Funding Source	Amount
Output 1: Credible, Transparent and Sustainable Electoral Processes and Political Engagement promoted	1.1 Activity -	10,000	30,000	20,000	50,000	UNDP IEC	TRAC	110,000
	1.2 Activity – support consultancy for the reformed electoral act	20,000	30,000	20,000	50,000		71200	120,000
	1.3 Activity – reconstitute the boundaries commission	20,000	20,000	20,000	20,000		72700	80,000
	1.4 Activity – Train IEC staff on Election Management (training workshops, Study tours etc)	10,000	30,000	30,000	30,000		72700, 71600	100,000
	1.5 Activity – support to the IPC for strengthening party internal governance and advocacy for the MOU	20,000	20,000	10,000	20,000		72700	70,000
	1.6. Support to the CSO-Coalition on Monitoring and Observation-	20,000	20,000	20,000	40,000			100,000
MONITORING								
Sub-Total for Output 1								580,000
Output 2:	2.1 Activity –	20,000	20,000	20,000	20,000	UNDP		80,000

National Assembly strengthened. <i>Gender marker:</i>	2.2 Activity - Support the capacity assessment of the committees	40,000	40,000	40,000	40,000	40,000	40,000	NA	71200	160,000
	2.3 Activity – support the establishment of a legal drafting unit	100,000	100,000	100,000	100,000	100,000	100,000		72200, 71600, 72700	400,000
	2.4 Activity – Establish a forum for the national assembly and CSOs	20,000	20,000	20,000	20,000	20,000	20,000			80,000
	2.4 Activity - Support the training of the Women's Parliamentary committee	20,000	20,000	20,000	20,000	20,000	20,000		72700, 71600	80,000
	MONITORING									
	Sub-Total for Output 2									800,000
Output 3: Democracy, Social Cohesion and Peace Promoted	3.1 Activity – Conduct a CDL for political parties, youth and women groups	30,000	20,000	10,000	10,000	10,000	10,000		72700	70,000
	3.2 Activity – Establish a gender sensitive infrastructure for peace	50,000	40,000	30,000	30,000	20,000	20,000		72700, 71600	140,000
	3.3 Activity - Train women's groups on peace and security issues	50,000	30,000	40,000	40,000	40,000	40,000	UNDP Ministry of Interior	72500, 72700, 71600	160,000
	3.4 Activity - Nationwide sensitisation on youth on governance and conflict resolution	20,000	20,000	30,000	30,000	30,000	30,000	WANEP	71600, 72700	100,000
	3.5 Activity - Political parties trained on inter party dialogue	50,000	50,000	50,000	50,000	30,000	30,000		72700, 71600	180,000
	MONITORING									
	Sub-Total for Output 3									650,000
Output 4: Civic Engagement and participation by Women, Youth and other Marginalized Groups (Human Rights and Gender Equality) enhanced	4.1 Activity - 3 policy forums by CSOs on human rights and gender equality	30,000	30,000	30,000	30,000	30,000	30,000	UNDP	72700, 71600	120,000
	4.2 Activity - Review of the NGO act	50,000	40,000	40,000	40,000	40,000	40,000	Ministry of Justice	71200	170,000
	4.3 Activity - Capacity assessment and training of selected CSOs	10,000	20,000	20,000	20,000	20,000	20,000	TANGO	72700 71600	70,000
	4.4 Activity -	30,000	20,000	20,000	20,000	20,000	20,000	GPU		90,000

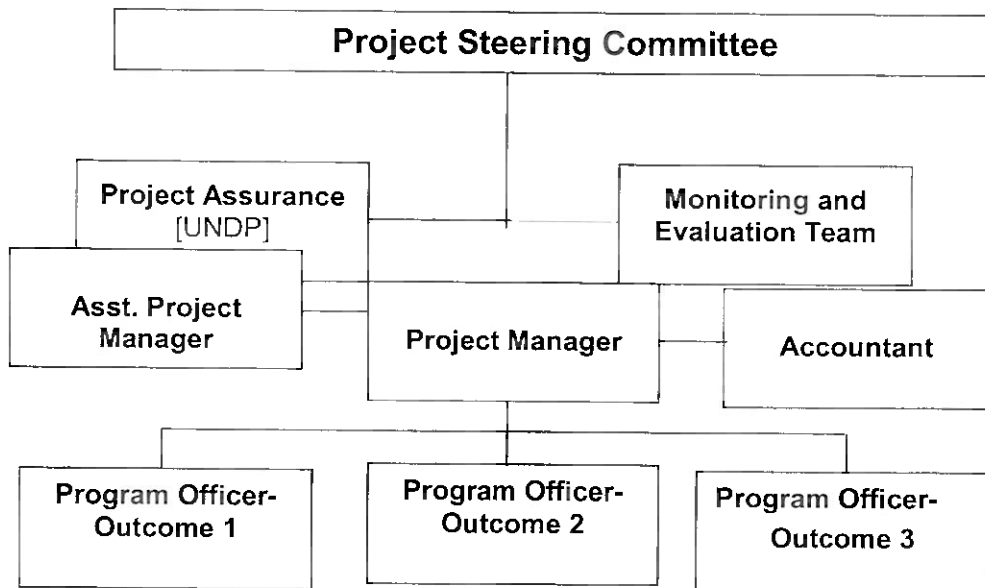
	4.5 Activity - Capacity assessment and training of selected media house	50,000	50,000	50,000	50,000	50,000	50,000		71200 72700 71600	200,000
	MONITORING									
	Sub-Total for Output 4									650,000
Output 5: Constitutional and Legal Reforms Supported	5.1 Activity - Establishment for constitutional review commission	50,000	50,000	50,000	50,000	50,000	50,000	UNDP, OHCHR(WARO) Ministry of Justice	72700	200,000
	5.2 Activity - Nationwide consultations under the constitutional review	50,000	50,000	50,000	50,000	50,000	50,000		71600	200,000
	5.3 Activity -	50,000	50,000	50,000	50,000	50,000	50,000			200,000
	Sub-Total for Output 5									600,000
Output 6: Institutional Frameworks for Accountability and Citizen's Participation Strengthened.	6.1 Activity Establish and operationalise an Anti-Corruption Agency	30,000	30,000	30,000	30,000	30,000	30,000	UNDP	72200 72700 71300	120,000
	6.2 Activity - Training for members of the commission	30,000	30,000	30,000	30,000	30,000	30,000	Ministry of Lands and Local Government	72700 71600	120,000
	6.3 Activity - Support the preparation of a legal and regulatory framework for the anti-corruption act	30,000	30,000	30,000	30,000	30,000	30,000		71300	120,000
	6.4 Activity - Review and update the decentralisation and local government act	40,000	40,000	40,000	40,000	40,000	40,000		71300	160,000
	Sub-Total for Output 6									520,000
Evaluation (as relevant)	EVALUATION									
General Management Support	Project management support including salaries, services and operational, including monitoring and evaluation.	50,000	50,000	50,000	50,000	50,000	50,000	UNDP	77100 71600	200,000
TOTAL										4,000,000

VII. GOVERNANCE AND MANAGEMENT ARRANGEMENTS

Overall governance for the project will be provided by the Project Board with decisions made by consensus. It will double as the Project Steering Committee. It will comprise of representatives of UNDP and the Cooperating Partners for the project, namely; OP, MOJ, MOI, MLG&L, IEC, NA, TANGO, WANEP, ACA, NHRC and CRC

The Board will meet every quarter and their responsibilities will be guided by UNDP's programmes and operations policies. Their role will include providing oversight, strategic policy review and recommendations and approval of annual work plans and corresponding budgets. Representatives from UNDP and the MOJ will jointly chair the Board. The Board will be supported by a project assurance mechanism by UNDP.

The diverse nature of planned interventions will include the implementation of project activities from two broad groupings of government Agencies and CSO/NGO community. The Project Board will set the parameters for the different activity programmes and coordinate the activities in partnership with the Cooperating Agencies.



VIII. LEGAL CONTEXT AND RISK MANAGEMENT

LEGAL CONTEXT STANDARD CLAUSES

Option a. Where the country has signed the [Standard Basic Assistance Agreement \(SBAA\)](#)

This project document shall be the instrument referred to as such in Article 1 of the Standard Basic Assistance Agreement between the Government of (country) and UNDP, signed on (date). All references in the SBAA to “Executing Agency” shall be deemed to refer to “Implementing Partner.”

Option b. Where the country has NOT signed the [Standard Basic Assistance Agreement \(SBAA\)](#)

The project document shall be the instrument envisaged and defined in the [Supplemental Provisions](#) to the Project Document, attached hereto and forming an integral part hereof, as “the Project Document”.

Option c. For Global and Regional Projects

This project forms part of an overall programmatic framework under which several separate associated country level activities will be implemented. When assistance and support services are provided from this Project to the associated country level activities, this document shall be the “Project Document” instrument referred to in: (i) the respective signed SBAA for the specific countries; or (ii) in the [Supplemental Provisions](#) attached to the Project Document in cases where the recipient country has not signed an SBAA with UNDP, attached hereto and forming an integral part hereof. All references in the SBAA to “Executing Agency” shall be deemed to refer to “Implementing Partner.”

This project will be implemented by the agency (name of agency) (“Implementing Partner”) in accordance with its financial regulations, rules, practices and procedures only to the extent that they do not contravene the principles of the Financial Regulations and Rules of UNDP. Where the financial governance of an Implementing Partner does not provide the required guidance to ensure best value for money, fairness, integrity, transparency, and effective international competition, the financial governance of UNDP shall apply.

RISK MANAGEMENT STANDARD CLAUSES

Option a. Government Entity (NIM)

1. Consistent with the Article III of the SBAA *[or the Supplemental Provisions]*, the responsibility for the safety and security of the Implementing Partner and its personnel and property, and of UNDP’s property in the Implementing Partner’s custody, rests with the Implementing Partner. To this end, the Implementing Partner shall:
 - a) put in place an appropriate security plan and maintain the security plan, taking into account the security situation in the country where the project is being carried;
 - b) assume all risks and liabilities related to the Implementing Partner’s security, and the full implementation of the security plan.
2. UNDP reserves the right to verify whether such a plan is in place, and to suggest modifications to the plan when necessary. Failure to maintain and implement an appropriate security plan as required hereunder shall be deemed a breach of the Implementing Partner’s obligations under this Project Document [and the Project Cooperation Agreement between UNDP and the Implementing Partner]⁴.
3. The Implementing Partner agrees to undertake all reasonable efforts to ensure that no UNDP funds received pursuant to the Project Document are used to provide support to individuals or entities associated with terrorism and that the recipients of any amounts provided by UNDP hereunder do not appear on the list maintained by the Security Council Committee established pursuant to resolution 1267 (1999). The list can be accessed via http://www.un.org/sc/committees/1267/aq_sanctions_list.shtml. This provision must be included in all sub-contracts or sub-agreements entered into under/further to this Project Document.

⁴ Use bracketed text only when IP is an NGO/IGO

4. Consistent with UNDP's Programme and Operations Policies and Procedures, social and environmental sustainability will be enhanced through application of the UNDP Social and Environmental Standards (<http://www.undp.org/ses>) and related Accountability Mechanism (<http://www.undp.org/secu-srm>).
5. The Implementing Partner shall: (a) conduct project and program-related activities in a manner consistent with the UNDP Social and Environmental Standards, (b) implement any management or mitigation plan prepared for the project or program to comply with such standards, and (c) engage in a constructive and timely manner to address any concerns and complaints raised through the Accountability Mechanism. UNDP will seek to ensure that communities and other project stakeholders are informed of and have access to the Accountability Mechanism.
6. All signatories to the Project Document shall cooperate in good faith with any exercise to evaluate any programme or project-related commitments or compliance with the UNDP Social and Environmental Standards. This includes providing access to project sites, relevant personnel, information, and documentation.

Option b. UNDP (DIM).

1. UNDP as the Implementing Partner shall comply with the policies, procedures and practices of the United Nations Security Management System (UNSMS.)
2. UNDP agrees to undertake all reasonable efforts to ensure that none of the [project funds]⁵ [UNDP funds received pursuant to the Project Document]⁶ are used to provide support to individuals or entities associated with terrorism and that the recipients of any amounts provided by UNDP hereunder do not appear on the list maintained by the Security Council Committee established pursuant to resolution 1267 (1999). The list can be accessed via http://www.un.org/sc/committees/1267/aq_sanctions_list.shtml. This provision must be included in all sub-contracts or sub-agreements entered into under this Project Document.
3. Consistent with UNDP's Programme and Operations Policies and Procedures, social and environmental sustainability will be enhanced through application of the UNDP Social and Environmental Standards (<http://www.undp.org/ses>) and related Accountability Mechanism (<http://www.undp.org/secu-srm>).
4. The Implementing Partner shall: (a) conduct project and programme-related activities in a manner consistent with the UNDP Social and Environmental Standards, (b) implement any management or mitigation plan prepared for the project or programme to comply with such standards, and (c) engage in a constructive and timely manner to address any concerns and complaints raised through the Accountability Mechanism. UNDP will seek to ensure that communities and other project stakeholders are informed of and have access to the Accountability Mechanism.
5. All signatories to the Project Document shall cooperate in good faith with any exercise to evaluate any programme or project-related commitments or compliance with the UNDP Social and Environmental Standards. This includes providing access to project sites, relevant personnel, information, and documentation.

Option c. CSO/NGO/IGO

1. Consistent with the Article III of the SBAA [*or the Supplemental Provisions*], the responsibility for the safety and security of the Implementing Partner and its personnel and property, and of UNDP's property in the Implementing Partner's custody, rests with the Implementing Partner. To this end, the Implementing Partner shall:
 - a) put in place an appropriate security plan and maintain the security plan, taking into account the security situation in the country where the project is being carried;
 - b) assume all risks and liabilities related to the Implementing Partner's security, and the full implementation of the security plan.
2. UNDP reserves the right to verify whether such a plan is in place, and to suggest modifications to the plan when necessary. Failure to maintain and implement an appropriate security plan as required hereunder shall be deemed a breach of the Implementing Partner's obligations under this Project Document [and the Project Cooperation Agreement between UNDP and the Implementing Partner]⁷.

⁵ To be used where UNDP is the Implementing Partner

⁶ To be used where the UN, a UN fund/programme or a specialized agency is the Implementing Partner

⁷ Use bracketed text only when IP is an NGO/IGO

3. The Implementing Partner agrees to undertake all reasonable efforts to ensure that no UNDP funds received pursuant to the Project Document are used to provide support to individuals or entities associated with terrorism and that the recipients of any amounts provided by UNDP hereunder do not appear on the list maintained by the Security Council Committee established pursuant to resolution 1267 (1999). The list can be accessed via http://www.un.org/sc/committees/1267/aq_sanctions_list.shtml. This provision must be included in all sub-contracts or sub-agreements entered into under/further to this Project Document.
4. Consistent with UNDP's Programme and Operations Policies and Procedures, social and environmental sustainability will be enhanced through application of the UNDP Social and Environmental Standards (<http://www.undp.org/ses>) and related Accountability Mechanism (<http://www.undp.org/secu-srm>).
5. The Implementing Partner shall: (a) conduct project and programme-related activities in a manner consistent with the UNDP Social and Environmental Standards, (b) implement any management or mitigation plan prepared for the project or programme to comply with such standards, and (c) engage in a constructive and timely manner to address any concerns and complaints raised through the Accountability Mechanism. UNDP will seek to ensure that communities and other project stakeholders are informed of and have access to the Accountability Mechanism.
6. All signatories to the Project Document shall cooperate in good faith with any exercise to evaluate any programme or project-related commitments or compliance with the UNDP Social and Environmental Standards. This includes providing access to project sites, relevant personnel, information, and documentation.

Option d. UN Agency other than UNDP

1. {Name of UN Agency} as the Implementing Partner shall comply with the policies, procedures and practices of the United Nations Security Management System (UNSMS.)
2. [Name of UN Agency] agrees to undertake all reasonable efforts to ensure that none of the [project funds]⁸ [UNDP funds received pursuant to the Project Document]⁹ are used to provide support to individuals or entities associated with terrorism and that the recipients of any amounts provided by UNDP hereunder do not appear on the list maintained by the Security Council Committee established pursuant to resolution 1267 (1999). The list can be accessed via http://www.un.org/sc/committees/1267/aq_sanctions_list.shtml. This provision must be included in all sub-contracts or sub-agreements entered into under this Project Document.
3. Consistent with UNDP's Programme and Operations Policies and Procedures, social and environmental sustainability will be enhanced through application of the UNDP Social and Environmental Standards (<http://www.undp.org/ses>) and related Accountability Mechanism (<http://www.undp.org/secu-srm>).
4. The Implementing Partner shall: (a) conduct project and programme-related activities in a manner consistent with the UNDP Social and Environmental Standards, (b) implement any management or mitigation plan prepared for the project or programme to comply with such standards, and (c) engage in a constructive and timely manner to address any concerns and complaints raised through the Accountability Mechanism. UNDP will seek to ensure that communities and other project stakeholders are informed of and have access to the Accountability Mechanism.
5. All signatories to the Project Document shall cooperate in good faith with any exercise to evaluate any programme or project-related commitments or compliance with the UNDP Social and Environmental Standards. This includes providing access to project sites, relevant personnel, information, and documentation.

Option e. Global and Regional Projects (under UNDP implementation/DIM)

1. The responsibility for the safety and security of the Implementing Partner and its personnel and property, and of UNDP's property in the Implementing Partner's custody, rests with the Implementing Partner. The Implementing Partner shall: (a) put in place an appropriate security plan and maintain the security plan, taking into account the security situation in the country where the project is being carried; (b) assume all risks and liabilities related to the Implementing Partner's security, and the full implementation of the security plan. UNDP reserves the right to verify whether such a plan is in place, and to suggest modifications to the plan when necessary. Failure to maintain and implement an appropriate security plan as required hereunder shall be deemed a breach of this agreement.

⁸ To be used where UNDP is the Implementing Partner

⁹ To be used where the UN, a UN fund/programme or a specialized agency is the Implementing Partner

2. The Implementing Partner agrees to undertake all reasonable efforts to ensure that none of the UNDP funds received pursuant to the Project Document are used to provide support to individuals or entities associated with terrorism and that the recipients of any amounts provided by UNDP hereunder do not appear on the list maintained by the Security Council Committee established pursuant to resolution 1267 (1999). The list can be accessed via http://www.un.org/sc/committees/1267/aq_sanctions_list.shtml. This provision must be included in all sub-contracts or sub-agreements entered into under this Project Document.
3. Consistent with UNDP's Programme and Operations Policies and Procedures, social and environmental sustainability will be enhanced through application of the UNDP Social and Environmental Standards (<http://www.undp.org/ses>) and related Accountability Mechanism (<http://www.undp.org/secu-srm>).
4. The Implementing Partner shall: (a) conduct project and programme-related activities in a manner consistent with the UNDP Social and Environmental Standards, (b) implement any management or mitigation plan prepared for the project or programme to comply with such standards, and (c) engage in a constructive and timely manner to address any concerns and complaints raised through the Accountability Mechanism. UNDP will seek to ensure that communities and other project stakeholders are informed of and have access to the Accountability Mechanism.
5. All signatories to the Project Document shall cooperate in good faith with any exercise to evaluate any programme or project-related commitments or compliance with the UNDP Social and Environmental Standards. This includes providing access to project sites, relevant personnel, information, and documentatio

XI. ANNEXES

1: Risk Analysis

#	Description	Date Identified	Type	Impact & Probability	Countermeasures / Mngt response	Owner	Submitted, updated by	Last Update	Status
1	A stable external environment and internal political and economic environment.		Environmental & Political Economic Political Instability	The risk would bring the whole project to a halt. P = 3 I = 6	The recent change of government in The Gambia is a testament to a developing democracy which is supported by important regional and international players like ECOWAS, the African Union and the UN.	GOTG	UNDP		
2	Sustained structural reforms		Political Political Will	The risk would impede the required direction and monitoring. P = 3 I = 4	The new government is committed to reforming major state institutions and their policies with strong support from traditional donors	GOTG	UNDP		
3	Availability of timely and quality data;		Operational Project Management Process Efficiency	The risk would impede the required cooperation between implementing partners and required direction and monitoring. P = 3 I = 4	Ensure that programme staff have the right level of subject, operational and strategic competence to drive deliverables with implementation partners. Supporting the creation on output data on project initiatives is a key deliverable of this project in support of the development of a new development plan for the country. Hence	Project manager , PMU	UNDP		

#	Description	Date Identified	Type	Impact & Probability	Countermeasures / Mngt response	Owner	Submitted, updated by	Last Update	Status
					the project management unit will be required to operationalize systems and process that are to support the generation of relevant and quality data.				
4	Availability of resources and capacity of institutions to absorb them		Financial & Strategic Funding Leadership & management	The risk would affect project effectiveness P=2 I=3	UNDP has committed funds and will mobilise with other partners; The new dispensation is also creating space for non-state actors	GOTG	UNDP		
5	Government sustained commitment to set policy path		Political & Strategic Political Will Partnerships failing to deliver	The risk would impede the required direction and monitoring. P = 3 I = 4	Reform Programme is on the agenda with a new government that has a lot of impetus to deliver results.	GoTG	UNDP		
6									
7	National Ownership		Strategic Leadership and management	P=3 I= 5	New government and improved democratic environment provides fresh impetus to perform. Improving regional economic and political management and governance provides added pressure point for state and non state actors to deliver.	GoTG			

