



United Nations Development Programme
Government of The Gambia

Project Title: UNDP Support to Capacity Building of Policy Analysis Unit, OP

UNDAF Outcome(s): Poverty reduction and social protection strategies and systems are established that enable the poor, vulnerable, women and youth to increase their productive capacities and generate sustainable livelihoods while protecting the environment.

Expected CP Outcome(s): MDG-based pro-poor policies developed and partnerships enhanced to achieve the MDGs.

Expected Output(s): Capacity Development for Pro-Poor Growth and Accountability
Enhanced/Improved Implementation of project activities within the two Programme Clusters.

Implementing Partner: PAU/OP

Brief Description

The project seeks to address policy development and implementation challenges of The Gambia within the framework of the MDG-based Poverty Reduction Strategy, 2007-2011. The project will provide advisory services and technical expertise to the Policy Analysis Unit of the Office of the President in order to enhance the development effectiveness of country programme interventions under the UNDP Country Programme Action Plan, 2007-2011.

The Policy Analysis Unit, Office of The President, is the clearing house for development policy in The Gambia, serving as an interface between Cabinet and the various line ministries. However, over the past few years, the PAU has found it difficult to play this key role due mainly to human resource capacity constraints and absence of institutional strengthening support. The project will seek to address these capacity gaps by (a) providing advisory services, technical expertise and any other support to strengthen the Unit in its vital role of development policy analysis and management, (b) supporting the establishment of an inter-sector network of trained policy analysts and sector specialists, and (c) facilitating the implementation of the CPAP and rolling-out the HACT system.

Strengthening the PAU is critical to providing policy consistency between annual sector plans and long-term aspirations of Government as expressed in Vision 2020, the Poverty Reduction Strategy Paper and other national development programmes. The Unit can undertake critical policy over-sight tasks related to the implementation of the revised PRSP II document and other development assistance frameworks to which the Government is a signatory.

Programme Period: 2007-2011
 Programme Component: Implementation of MDG-based PRSP II
 Project Title: Support to Capacity Building of Policy Analysis Unit, Office of The President.
 Project ID: 00075643
 Atlas Award ID: 00060081
 Start date: Jan 2010
 End Date: Dec 2011
 PAC Meeting Date: _____
 Management Arrangements: NIM
 Management Arrangements: NIM

Total resources required: \$827,758
 Total allocated resources: \$827,758

- Regular \$827,758
- Other:
 - Donor _____
 - Government _____

Unfunded budget:
 In-kind Contributions

Agreed by Government ----- *ASH* *Forima O Camara*
 (Secretary General, Office of The President)

Agreed by (Implementing Partner): _____
 (Director, Policy Analysis Unit, Office of The President)

Agreed by UNDP: *UMH* *LIMYA ESTAYE*
 (UNDP Resident Representative) *ci*



Part I: Situational Analysis and Strategy

The Gambia is at a crossroads in many respects with good prospects for impressive socio-economic transformation. Yet the country continues to face many challenges in both the economic and governance spheres. Although macroeconomic growth and stabilization measures have been notable achievements, poverty levels are still high. An important obstacle in the Government's efforts to eradicate poverty is the widespread and persistent capacity erosion that affects the public and private sector institutions, including civil society. These weaknesses undermine the ability to both deal with current problems and to anticipate development challenges, and affects in varying degrees in public, private and civil society institutions. While these capacity weaknesses are of a systemic nature requiring comprehensive and broad-based solutions, it is important that a systematic monitoring of policies and programmes is put in place to address emerging needs for policy re-orientation and corrective action. In order to enhance formulation and implementation of policies for pro-poor growth and accountability as well as other key government initiatives under the 2007-2011 PRSP II, it is important to strengthen institutions involved in formulating and over-seeing the effective implementation of development policies.

The capacity problem also has adverse effects on the development effectiveness of UNDP supported interventions. The lessons learnt from past interventions point to the need for a more holistic approach towards developing capacities within the Government, other key national partners and UNDP Country Office to ensure effective implementation of the Country Programme Document (CPD) and Country Programme Action Plan (CPAP) for 2007-2011. In particular the project will facilitate evidence-based policy dialogue between Government and a cross-section of development partners whilst enhancing coordination and cooperation amongst key stakeholders.

The project will strengthen UNDP Country programme development and oversight capacities foster effective monitoring and evaluation systems, support the development and implementation of sound communications, partnership building and resource mobilisation strategies, and support efficient management of financial resources, including the roll-out of the Harmonised Approach to Cash Transfers (HACT). Two Programme Management Units (PMUs) have been established to ensure smooth functioning of the projects within the two programme clusters. More specifically, it is the responsibility of the Managers of the two PMUs to ensure that the projects produce the results specified in the project documents to the required standard of quality. The project will facilitate UNDP's management of these PMUs

a) Strategy

The capacity building of the PAU in the context of the Country Programme is a timely intervention to address emerging capacity concerns for improving the quality of development policy-making at the highest level in Government. Following a review of The Gambia's PRSP II and the conclusions of an MDG Report, the project will directly contribute to the achievement of the MDGs and will complement and support other programme interventions within the framework of the United Nations Development Assistance Framework (UNDAF) 2007-2011 and UNDP Country Programme Document 2007-2011. The project will focus on developing national policy formulation and analysis capacities, promoting national ownership, advocating and fostering an enabling policy environment for pro-poor growth, promoting gender equity, and forging strategic partnerships.

The strategic focus on developing national capacity is in line with UNDP's support to Governments to accelerate progress towards MDG targets by systematically combining policy support to the MDGs with capacity development for service delivery, strategic planning and resource mobilization. This project will therefore complement work undertaken by the MEPID at the planning level by providing the necessary policy analyses to ensure consistency and dialogue between various organs of government involved in achieving national priorities. It will notably assist Government to integrate policy analysis as part of its planning, implementing and monitoring cycle by (a) prioritizing interventions (b) identifying bottlenecks and streamlining interventions (c) accelerating the process of solution selection (d) planning and monitoring implementation. Results of this systematic approach will then feed into Government budgeting and priority setting, as well as into the UNDAF process.

Secondly, the project will facilitate support to the delivery of Country Programme Document objectives. UNDP has established two Programme Management Units, one for the Poverty Reduction and Environment Programme, and another for the Governance and Human Rights Programme. The PMUs will play an overall coordination role and ensure synergies between projects, as well as provide logistic support, including procurement support, financial reporting through ATLAS, and access to a pool of vehicles. In providing technical and operational support, the PMUs are expected to strengthen coordination between the projects and will contribute significantly towards rationalising management costs and increasing operational efficiency. Each project from the two programme clusters will contribute 7 % of the total budget cost for running the two PMUs.

Part II: Management Arrangements

a) Execution Modality.

The project shall be implemented using the NIM modality with the PAU as the Implementing Partner. The Director of the PAU or designate shall serve as the **Project Director (PD)**. The Project Director shall be responsible and accountable for managing the project, including the monitoring and evaluation of project interventions, achieving project outputs and for effective use of UNDP resources. The PAU will also appoint a full-time staff member as the **Project Coordinator (PC)**, who shall be responsible for the day-to-day management of the project activities.

A Project Board (PB) will be established to oversee the overall project implementation. The PB will decide on the specific activities that are to be supported based on the project objectives, work plan and availability of funds. The Board will be Co-chaired by the Director of the PAU and the Resident Representative of UNDP. Membership will consist of the PAU, UNDP and the two Programme Managers of the two Programme clusters on Governance and Human Rights and MDGs and Poverty, one Representative from the Ministry of Finance and one Representative from the Ministry of Economic Planning and Industrial Development.

The UNDP Gambia Country Office provides support services for the project as laid out in the attached 'Letter of Agreement for Provision of Support Services' (Annex I): in three areas, namely: (1) payment of Consultants and International UNVs (2) Payment of Salaries and Operating costs of PMUs and (3) Other activity-based expenditures. These functions and outputs will be administered by UNDP on behalf of the project.

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 Harmonized Approach to Cash Transfer (HACT), for implementing partners will be adopted. The quarterly advance of funds will be used on the Funding Authorisation and Certification of Expenditure (FACE). All advance requests must be accompanied by a financial report of the previous quarter.

The Project Coordinator is responsible for:

- 1) Managing the realization of project outputs through activities;
- 2) Providing direction and guidance to project team(s)/ responsible party (ies);
- 3) Liaising with the Project Board or its appointed Project Assurance roles to assure the overall direction and integrity of the project;
- 4) Identifying and obtaining any support and advice required for the management, planning and control of the project;
- 5) Administration of the project;
- 6) Liaising with any suppliers;
- 7) May also perform Team Manager and Project Support roles;

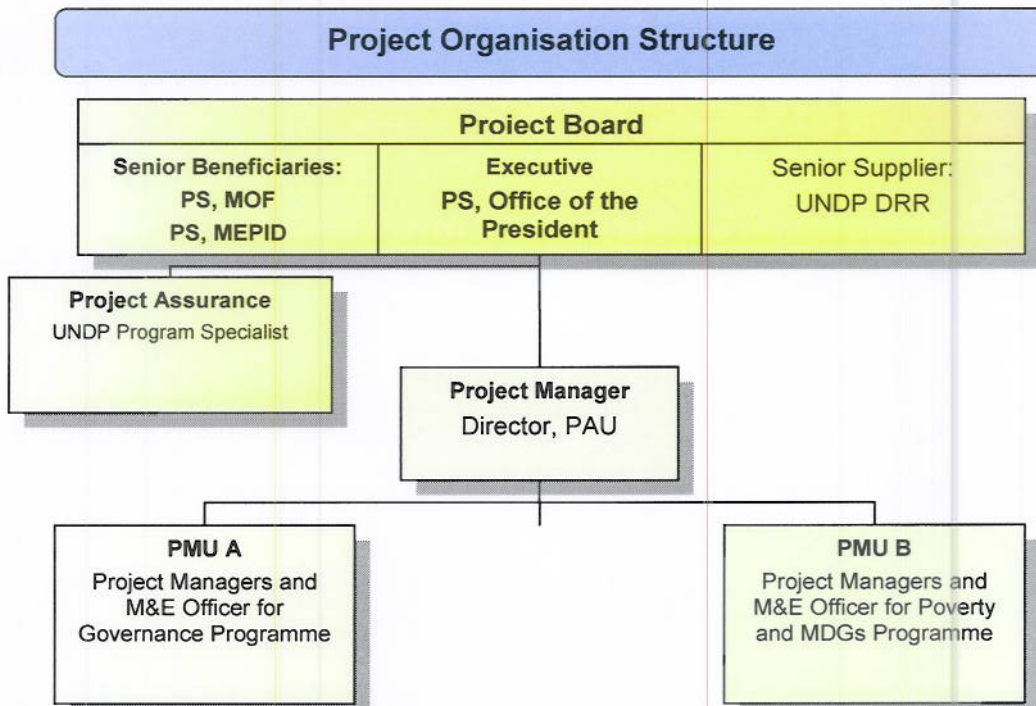
b) Project assurance

Project assurance is the responsibility of each PB member; however the role can be delegated. The Project Assurance role supports the PB by carrying out objective and independent project oversight and monitoring functions. This role ensures appropriate project management milestones are managed and completed. A Poverty / MDGs Assurance Group for all interventions in the Poverty Programme will be established to undertake coordination between all the projects and ensure synergies, sustainability and achievement of development results. The Poverty Assurance Group will consist of the Secretary-General of the Government, the UNDP Resident Representative, Project Directors, Project Coordinators and the Programme Manager of the Programme Management Unit. With the support of the PMU, the Poverty Programme Assurance Group will meet every six months to ensure overall coordination, management and monitoring of all interventions in Poverty, MDG & Energy and Environment, including policy dialogue and resource mobilization.

Specific responsibilities of the assurance team include:

- Ensuring that project outputs definitions and activity definition including description and quality criteria have been properly recorded in the Atlas Project Management module to facilitate monitoring and reporting;
- Ensuring that people concerned are fully informed about the project
- Ensuring that all preparatory activities, including training for project staff, logistic supports are timely carried out
- Ensuring that funds are made available to the project;
- Ensuring that risks and issues are properly managed, and that the logs in Atlas are regularly updated;
- Ensuring that critical project information is monitored and updated in Atlas, using the Activity Quality log in particular;
- Ensuring that Project Quarterly Progress Reports are prepared and submitted on time, and according to standards in terms of format and content quality;
- Ensuring that CDRs and FACE are prepared and submitted to the Project Board and Outcome Board;
- Performing oversight activities, such as periodic monitoring visits and "spot checks".
- Ensuring that the Project Data Quality Dashboard remains "green"

c) Project Organization Structure:



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Part III: Monitoring and Evaluation:

The project will be monitored through periodic meetings of the PB, which will be held quarterly. Under the supervision of the PD at the OP, the PC will work closely with the Project Manager and M&E officer of the Project Management Units.

Prior to the completion of the project an independent results and outcome evaluation will be undertaken. The findings and recommendations of the evaluation report will feed into the Terminal Project Report and serve as a basis to determine the future of the project.

Part IV: Legal Context

This document together with the Letter of Agreement and the CPAP signed by the Government and UNDP which is incorporated by reference constitute together a Project Document as referred to in Article I of the Standard Assistance Agreement between the Government of the Republic of The Gambia and the United Nations Development Programme, signed by the parties on 24 February 1975, and all CPAP provisions apply to this document.

Consistent with the Article III of the Standard Basic Assistance Agreement, 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.

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/Docs/sc/committees/1267/1267ListEng.htm>. This provision must be included in all sub-contracts or sub-agreements entered into under this Project Document".

The following types of revisions may be made to this project document with the signature of the UNDP Resident Representative only, provided that he is assured that the Government has no objections to the proposed changes:

- a) Revisions in, or addition of, any of the annexes of the project document;
- b) Revisions which do not involve significant changes in the immediate objectives, outputs or activities of a project but are caused by the re-arrangement of inputs already agreed to or by cost increases due to inflation; and
- c) Mandatory annual revisions, which rephrase the delivery of agreed project inputs or increased expert or other costs due to inflation or take into account agency expenditure flexibility.

Section II: PROJECT RESULTS AND RESOURCES FRAMEWORK

Intended Outcome as stated in the Country Programme Results and Resource Framework:

MDG-based pro-poor policies developed and partnerships enhanced to achieve the MDGs

Outcome indicators as stated in the Country Programme Results and Resources Framework, including baseline and targets.

Policy Advisory and Capacity Building Facility institutionalized to provide support for pro-poor growth and accountability

Indicator: Facility established

Baseline: No facility to address emerging needs for capacity building for pro-poor growth and accountability

Target: i) Support provided to address emerging capacity development needs for pro-poor growth and accountability. ii) Support provided for implementation of Country Programme

Applicable MYFF Service Line: Achieving MDGs and reducing human poverty

Partnership Strategy: The project will help build Policy Formulation and Analysis Capacities of Government and enhance high level oversight of development management initiatives

Project title and ID (ATLAS Award ID): Capacity Development Facility for Policy Analysis Unit Project

Intended Outputs	Output Targets	Indicative Activities	Responsible parties	Inputs
1 Provide advisory services, and technical expertise for Development Policy Analysis	<ul style="list-style-type: none"> ▪ Medium Term Strategic Plan for PAU Developed. ▪ Human Development Resource Plan Developed. ▪ Institutional Work Program developed. 	<ul style="list-style-type: none"> ▪ Consultancies, Training, Technical Assistance, UNV Support 	PAU/Consultants	\$ 255,000

<p>2. Establish formal systems and processes of Development Policy Management with associated Sector Working Groups</p>	<ul style="list-style-type: none"> ▪ Sector Management System Developed. ▪ Sector Working Groups established ▪ Sector work plans and targets completed. 	<p>Policy Analysis Training Modules completed and target beneficiary institutions identified.</p> <p>Facilitator / Trainer recruited</p> <p>Policy briefs, Sector Assessments and policy re-alignments conducted</p>	<p>PAU/Consultants</p>	<p>\$15,000</p>
<p>3. Establish inter-sector network of trained Policy Analysts and Sector Specialists.</p>	<ul style="list-style-type: none"> ▪ Policy Analysis Training Program developed ▪ Facilitator / Trainer recruited ▪ Training Programs delivered in-country 	<p>Research / Studies commissioned, validation workshops held, dialogue with Donors facilitated</p>	<p>PAU, MEPID, MOF UNDP</p>	<p>\$50,000</p>
<p>4. Provide Support Services to PMU's</p>	<ul style="list-style-type: none"> • Ensure Synergies in delivery of programme objects • Enhance delivery of UNDP CO interventions • Provide strategic operational support to all projects under the Governance and Poverty clusters 	<ul style="list-style-type: none"> • provision of administrative services to projects within the clusters; • project document management; • financial management , • monitoring, evaluations and reporting • provision of technical support services. • Operationalise and running of PMUs • NEX/NIM Audits 	<p>UNDP</p>	<p>\$442,858</p>

<p>5. Implement HACT as recommended in the Paris declaration</p>	<ul style="list-style-type: none"> • Ensure that HACT is fully integrated in all UNDP Projects 	<ul style="list-style-type: none"> • Micro Assessment of IPs • HACT training of Implementing partners • Consultancy for HACT training • HACT Audits 	<p>UNDP</p>	<p>\$64,900</p>
<p>TOTAL</p>				<p>\$ 827,758</p>

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**STANDARD LETTER OF AGREEMENT
BETWEEN UNDP AND THE GOVERNMENT FOR THE PROVISION OF SUPPORT SERVICES**

Dear Sir

1. Reference is made to consultations between officials of the Government of *The Gambia* (hereinafter referred to as "the Government") and officials of UNDP with respect to the provision of support services by the UNDP country office for nationally managed programmes and projects. UNDP and the Government hereby agree that the UNDP country office may provide such support services at the request of the Government through its institution designated in the relevant project document, as described below.

2. The UNDP country office may provide support services for assistance with reporting requirements and direct payment. In providing such support services, the UNDP country office shall ensure that the capacity of the **Policy Analysis Unit, Office of the President** is strengthened to enable it to carry out such activities directly. The costs incurred by the UNDP country office in providing such support services shall be recovered from the administrative budget of the office.

3. The UNDP country office may provide, at the request of the Policy Analysis Unit, the following support services for the activities of the project:

- A) Consultants and International UNVs
- B) Payment of Salaries and Operating costs of PMUs
- C) Other activity-based expenditures

4. The procurement of goods and services and the recruitment of project personnel by the UNDP country office shall be in accordance with the UNDP regulations, rules, policies and procedures. Support services described in paragraph 3 above shall be detailed in an annex to the project document, in the form provided in the Attachment hereto. If the requirements for support services by the country office change during the life of a project, the annex to the project document is revised with the mutual agreement of the UNDP resident representative and the Implementing Partner.

5. The relevant provisions of the Standard Basic Agreement with The Government of The Gambia (the "SBAA") or the Supplemental Provisions forming part of the project document, including the provisions on liability and privileges and immunities, shall apply to the provision of such support services. The Government shall retain overall responsibility for the nationally managed project through its Implementing Partner. The responsibility of the UNDP country office for the provision of the support services described herein shall be limited to the provision of such support services detailed in the annex to the project document.

6. Any claim or dispute arising under or in connection with the provision of support services by the UNDP country office in accordance with this letter shall be handled pursuant to the relevant provisions of the SBAA.

7. The manner and method of cost-recovery by the UNDP country office in providing the support services described in paragraph 3 above shall be specified in the annex to the project document.


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8. The UNDP country office shall submit progress reports on the support services provided and shall report on the costs reimbursed in providing such services, as may be required.

9. Any modification of the present arrangements shall be effected by mutual written agreement of the parties hereto.

10. If you are in agreement with the provisions set forth above, please sign and return to this office two signed copies of this letter. Upon your signature, this letter shall constitute an agreement between your Government and UNDP on the terms and conditions for the provision of support services by the UNDP country office for nationally managed programmes and projects.

Yours sincerely,



Signed on behalf of UNDP

f/Chinwe Dike, Resident Representative]]



For the Government
[Secretary General]
[Date]

Attachment

DESCRIPTION OF UNDP COUNTRY OFFICE SUPPORT SERVICES

1. Reference is made to consultations between PAU Office of the President, the institution designated by the Government of [The Gambia and officials of UNDP with respect to the provision of support services by the UNDP country office for the nationally managed project 00075643

2. In accordance with the provisions of the letter of agreement signed on 25th of August 2010 and the Support to Policy Analysis Unit project document the UNDP country office shall provide support services for the *Project*] as described below.

3. Support services to be provided:

Support services (insert description)	Schedule for the provision of the support services	Cost to UNDP of providing such support services (where appropriate)	Amount and method of reimbursement of UNDP (where appropriate)
1.Consultants and International UNVs	As per Annual Work Plan	As per UNDP Cost Recovery Policy approved by the Executive Board.	Amount as per UNDP Cost Recovery Policy / Universal Price List. By cheque and/or EFT through UNDP corporate software Atlas.
2.Payment of Salaries and Operating costs of PMUs	As per Annual Work Plan.	As per UNDP Cost Recovery Policy approved by the Executive Board.	
3.Other activity-based expenditures	As per Annual Work Plan.	As per UNDP Cost Recovery Policy approved by the Executive Board.	

4. Description of functions and responsibilities of the parties involved:

UNDP will recruit personnel e.g. Consultants and IUNVs at the request of Office of the President /Policy Analysis Unit, subject to preparation of Terms of Reference and provision of working environment (i.e. Office space) by the OP.

UNDP will directly manage activities related to PMUs and approve expenditures in accordance with the Annual Work Plan.

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