

Public Service Reform and Institutional Capacity Development Project

Government of The Gambia United Nations Development Programme

- UNDAF Outcome:** Economic and political systems utilize transparent, accountable, participatory and inclusive decision making processes at national and decentralized levels
- Expected Outcome:** A comprehensively reformed civil service that is efficient, transparent and accountable and able to design policies, implement programmes and deliver services to the citizens at national and decentralized levels
- Expected Outputs:** Fostered advocacy and policy dialogue in support of civil service reform translating into development, financing and implementation of long-term strategy for public service reform and institutional capacity development under strengthened government leadership
- Executing Entity:** Office of the President
- Implementing agencies:** Personnel Management Office (PMO)

The Government of The Gambia has put in place a comprehensive set of national policy frameworks that outline the country's vision, strategies and programmes for sustained economic growth, poverty reduction and realization of the MDGs. Developing and maintaining the necessary human and institutional capacities including economic governance however, remain a primary challenge. There is a serious concern within policy circles that human and institutional capacities to formulate policies, design and implement development programmes and deliver quality services to meet the country's development priorities are not only limited but are eroding as well. The proposed project lays the basis for development, financing and implementation of long-term strategy for public service reform and institutional capacity development under strengthened government leadership, while at the same time addressing short-term capacity needs.

Programme Period: 2007-2011
Programme Component: Civil Service Reform
Project Title: Public Service Reform and Institutional Capacity Development
Project ID: _____00058143
Project Duration: 3 years
Management Arrangement: NEX

Total Budget: US\$ 1,800,000
Allocated resources:
• Government
• Regular \$350,000
• Other: \$1,450,000 (Spanish DG TTF)
• In kind contributions _____
Unfunded budget: _____

Agreed by the Government: _____ *S. Laminch*

Agreed by the Implementing Partner: _____ *OSAL PSPMO*

Agreed by UNDP: _____ *V. Munday 30/11/07*

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Section I.

Part I: Situational analysis and strategy

I. Situational analysis

The Government of The Gambia has put in place a comprehensive set of national policy frameworks that outline the country's vision, priorities and strategies for sustained economic growth, poverty reduction and realization of the MDGs. The country has also, since 2003 had an impressive macro-economic performance with projected economic growth for 2006 estimated at 7%. The recently concluded Poverty Reduction and Growth Facility (PRGF) agreement with the IMF/World Bank, opens up the prospects for a substantial flow of resources should the country successfully attain HIPC completion point.

Developing and maintaining the necessary human and institutional capacities however, remain a primary challenge. The task of improving the performance of the public service institutions is further compounded by on-going efforts to decentralize; reform at local decentralized level is even more urgent than at the center. Local government authorities have even lower capacities, posing a risk that expectations of decentralization may not be fully realized due to feeble institutional and human capacities resulting in poor service delivery for MDG attainment. There is therefore a serious concern within policy circles that human and institutional capacities to formulate policies, design and implement programmes and deliver quality services to meet the country's development priorities are not only limited but are eroding as well. According to the World Bank Institute's governance indicators, The Gambia ranks relatively low for government effectiveness, voice and accountability and corruption, with government effectiveness significantly deteriorating in recent years, from a ranking of 52.2 in 2000 to 31.1 in 2005. Implementation of Gambia's first Poverty Reduction Strategy Paper (PRSP) 2003-2005 was adversely affected, among other factors, by poor governance and institutional capacity constraints. In recognition of this challenge Government has undertaken to design and implement a reform programme whose goal is to create an efficient and effective public service capable of meeting the country's development challenges. This is particularly important in view of the fact that the poor predominantly rely on services delivered by public institutions, and that these services need to be made more efficient and effective if poverty reduction is to be a reality. In its second Poverty Reduction Strategy Paper (PRSP) 2007-2011 the Government has therefore reaffirmed its commitment to enhance governance systems and build capacity at all levels in order to promote economic growth and poverty reduction.

The Gambia has a long history of public service reform and capacity development, dating since the 1980s, but positive and concrete results have been somewhat limited. The widespread acknowledgement in support of a comprehensive public service reform has not, as yet been translated into a sustained and comprehensive plan of action. A number of ad hoc initiatives are underway to address various aspects of the capacity deficit in government (e.g. efforts to improve capacity for economic management, the management of public finances) with the support of development partners. Government has also set up semiautonomous agencies (Gambia Revenue Authority, Gambia Bureau of Statistics, etc) in a bid to enhance the performance of public institutions. These efforts are however not sufficient by themselves to address the endemic capacity constraints. This project will build upon and consolidate the gains from past reform efforts, while providing fresh impetus and energy to the reform process and institutional capacity strengthening.

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Public service reform and institutional capacity development requires strong political will and commitment at the highest level and, a long-term perspective. The process must also be sufficiently broad-based to be sustainable; meaning that it must engage and mobilize the interest and participation of stakeholders other than the traditional government ministries and, should involve other partners such as the National Assembly, private sector, civil society, general public, as well as the Service itself. This constituency has a vital stake in efficient, well functioning, transparent and accountable public institutions. A successful reform effort also requires the backing of Gambia's development partners to secure funding and policy support. Lack of resources and inconsistent donor support has hampered government efforts. The World Bank, the African Development Bank (AfDB), DFID and the United Nations Development Programme (UNDP) have joined up to conduct a civil service reform and capacity assessment exercise in The Gambia. The exercise will assess the key capacity constraints in the public sector and formulate an overall strategy for reforming the civil service, to which this project contributes. The design and implementation of a comprehensive public service reform and institutional capacity development must be backed by appropriate partnership arrangements if it is to succeed. Moreover, the comprehensive strategy should address and bring together three streams of actions: (i) ensure institutional optimization involving functional institutional structures, clear mandates, modern and efficient systems and competencies in the public service; (ii) provide adequate and sustainable incentives that can attract and retain competent staff; and (iii) create a governance environment for the public service where the rules are transparent, with guarantees of autonomy and independence of the public service.

Notwithstanding the need for a comprehensive long-term strategy, the public service in Gambia is faced with immediate capacity challenges that demand action in the short-term. In many institutions, staff skills and capacity are not properly aligned with job requirements. The skills gap is reportedly more acute in certain fields/professional categories such as IT, accounting and middle and senior level managers. Fortunately however, there are many skilled Gambians in the private sector and the Diaspora who, with the right incentives can be mobilized. Reports indicate a dearth in human resources both in quantitative and qualitative terms, with, for example, the Department of State for Finance and Economic Affairs reportedly having a vacancy ratio of 43% and the National Audit office, 30%. The project shall seek to address these short-term capacity gaps including strengthening government capacity for economic governance and management (at both national and decentralized levels), building upon on-going support from Gambia's development partners, including past assistance from UNDP. This is vital to the rational and effective use of current and projected resources to achieve critical development outcomes.

II. Strategy

The project aims to produce the following outputs:

- I. Government leadership and coordination of capacity development and public service reform strengthened;
- II. Short-term strategies and measures developed and implemented to address pressing capacity gaps, focusing in particular on providing critical skills and capacities in selected strategic areas (economic governance, policy formulation and strategic management, etc) and in key government institutions (both national and local levels);

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- III. Key public service institutions assisted to identify appropriate structures, human resources and systems that will enable them to carry out their functions efficiently and effectively in the medium term; and
- IV. Comprehensive long-term vision and strategy in place for an efficient and effective public service sustained by appropriate institutional arrangements and partnerships.

Long-term success of the reform process depends on strong government leadership and ability to set priorities and coordinate various donor interventions to reform the public service and strengthen institutional capacities. The project will help address this gap/need through the setting up of a Public Service Reform and Capacity Development Board in the Office of the President. Because of the long-term nature of the reform process the project will support a feasibility study to transform the proposed Board into a Human Resources and Institutional Development Agency/Authority which shall be tasked with the coordination of capacity development efforts, the collection, analysis and dissemination of data to guide policy and to undertake regular review and evaluation of capacity development activities to identify gaps and map out short and long-term strategies.

A key project strategy is to enhance advocacy and dialogue in order to mobilize broad-based support and strong political commitment for a sustained public service reform process, involving all stakeholders (government, National Assembly, political parties, civil society, development partners, etc). By enlarging the dialogue on public service reform beyond the traditional government institutions, the project will also enhance its relevance and chances of success. A sound communication and sensitization strategy targeting high-level decision makers (at cabinet level), policy makers in the public service and the general public will therefore be devised and implemented by the project. The evolving partnership between Government and a core group of donors will replace current disjointed and ad hoc initiatives, harmonize vision and strategy, consolidate current efforts, provide much needed traction to reform efforts and improve prospects for marshalling significant resources to support Government reform efforts. The resources of the project are limited in view of the many needs. The project shall therefore mobilize complementary resources to ensure that project outputs are fully met.

The project strategy is based on a “win-win” approach of combining longer-term strategic concerns with immediate needs for capacity building in the public service. To ensure quick impact and traction for the reform process, the project will, in the context of the actions envisaged, identify and prioritize actions and suggest their sequencing. Among the priority activities is initiating actions to address short-term acute capacity gaps in key institutions and/or competencies, ensuring in the process that there is a built-in sustainability plan.

The outcome of the project will be a comprehensively reformed public service that is efficient, transparent and accountable and able to design policies, implement programmes and deliver services to the citizens of the country.

Part II: Management Arrangements

Execution modality

The project implementation shall be guided by a Public Service Reform and Capacity Development Board (PSRCDB) co-chaired by the Secretary General and Head of Civil Service and UNDP Resident Representative. Other members of the Board shall consist of Permanent secretary, PMO, a

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representative of the Development Partners, selected Departments of State, and Civil Society Organizations and Private Sector representation. The Board shall set strategic direction, reinforce government leadership of the reform process and coordinate all interventions. The PSRCDB will meet on a quarterly basis and will decide on the specific activities that are to be supported by the project based on the project objectives, work plan and availability of funding. In order to ensure UNDP's ultimate accountability, final decision making rests with UNDP in accordance with its applicable regulations, rules, policies and procedures.

The Permanent Secretary, PMO will serve as the Project Director. He will be responsible for the overall coordination of the project, accounting for the use of resources, and the achievement of overall project objectives.

The Project Management Unit (PMU) will be established and housed within the PMO to ensure smooth functioning and shall be responsible for the day-to-day management of the project. The PMU shall consist of: (i) a Capacity Development Advisor (12 months retainer), (ii) National Expert; and (iv) a secretary/administrative assistant. The Capacity development Advisor shall provide technical advisory services to the Board and to PMU.

For the day-to-day disbursement of project funds, a financial management system, which is in line with the Harmonized Approach to Cash Transfer (HACT), will be adopted. Initially while the capacity of PMO is being built, the UNDP Gambia Country Office will provide support services for the project as laid out in the attached 'Letter of Agreement for Provision of Support Services' (Annex 1). Once PMO's capacity is sufficiently built, the quarterly Advance of Funds modality will be employed based on the Funding Authorisation and Certificate of Expenditure (FACE).

Project Assurance

Project assurance is the responsibility of each of PSRCDB members, however the role can be delegated. The Project Assurance role supports the Project Board by carrying out objective and independent project oversight and monitoring functions. This role ensures appropriate project management milestones are managed and completed. The UNDP Programme Specialist for Governance will undertake the Project Assurance role.

Part III. Monitoring & Evaluation

The project will be monitored through periodic meetings of the PSRCDB. The PSRCDB will be responsible for approval of the annual work plan and budget. Thereafter, it will undertake quarterly reviews on implementation progress, based on progress reports prepared by the Capacity Development Advisor. The PSRCDB 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 PSRCDB 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. Additionally, the PSRCDB will receive reports on all activities supported by the project to serve as an additional basis to assess and monitor the program performance and delivery. The reports may include pilot study/project evaluations, consultancy reports or reports from participants who attended a training, conference or workshop. An annual project report (APR) will be produced by the Implementing Partner and submitted to the Tripartite

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Review (TPR) Meeting to be scheduled between the Government and UNDP every first quarter of the year following the year covered by the annual project report.

There will be a mid-term assessment of the project. 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 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

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Section II: PROJECT RESULTS AND RESOURCES FRAMEWORK

<p>Intended Outcome as stated in the Country Programme Results and Resources Framework: A comprehensively reformed civil service that is efficient, transparent and accountable and able to design policies, implement programmes and deliver services to the citizens at national and decentralized levels</p> <p>Outcome indicators as stated in the Country Programme Results and Resources Framework, including baseline and targets.</p> <p>Indicators: Size and scope of civil service reform efforts at national/ local levels and impact on service delivery; Result oriented Civil Service</p> <p>Baseline: Low absorptive capacity in civil service</p> <p>Targets: Support provided for review of existing documents on CSR and development of a costed comprehensive strategy for civil service reform; Government supported to advocate for reform and mobilization of resources</p> <p>Applicable MYFF Service Line: Globally the project falls within the ambit of the corporate goal of fostering governance, achieving MDGs and reducing human poverty (MYFF service line of Public administration reform and anti-corruption, focusing on the core results of public administration reform for efficient, responsive, and pro-poor public services, as well as institutional/legal/policy framework to promote and enforce accountability and transparency).</p> <p>Partnership Strategy: The partnership strategy is to mobilize broad-based support and strong political commitment for a sustained public service reform process, involving all stakeholders (government, National Assembly, political parties, civil society, development partners, etc). By enlarging the dialogue on public service reform beyond the traditional government institutions, the project will also enhance its relevance and chances of success. The evolving partnership between Government and a core group of donors will replace current disjointed and ad hoc initiatives, harmonize vision and strategy, consolidate current efforts, provide much needed traction to reform efforts and improve prospects for marshalling significant resources to support Government reform efforts</p>				
<p>Project title and ID (ATLAS Award ID): Public Service Reform and Institutional Capacity Development Project</p>				
<p>Intended Outputs</p>	<p>Output Targets for (years)</p>	<p>Indicative Activities</p>	<p>Responsible parties</p>	<p>Inputs</p>

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<p><i>1. Government strategic leadership and coordination of capacity development and public service reform strengthened</i></p>	<p>1.1 Public Service Reform and Capacity Development Board established in Office of the President 1.2 Tools developed to enhance government coordination role and evidence-based policy-setting role 1.3 A Project Management Unit (PMU) established 1.4. Project monitored and evaluated</p>	<p>1.1.1 Establish a public service and institutional capacity development Board to strengthen government leadership and spearhead reform process. A Terms of Reference for the Board will need to be worked out and agreed to by all partners. 1.1.2 Provide short-term technical experts 1.1.3 Support study tours and exposure visits to selected countries 1.1.4 Undertake a feasibility study on creating a Human Resources and Institutional Capacity Development Authority 1.2.1 Conduct capacity development mapping exercise of all on-going and planned capacity building interventions in the public service, private sector and civil society to determine investment patterns of capacity building to guide government policy 1.2.2 Put in place a database on on-going and planned capacity building interventions 1.2.3 Develop and implement a communication and sensitization strategy 1.3.1 Recruitment of PMU staff and procurement of equipment 1.4.1 Undertake, regular monitoring, mid-term assessment and end of project evaluation</p>	<p>Office of the President, UNDP, PMO, representatives from: Departments of State; Private sector; Civil Society; Development partners</p>	<p>USD50,000 USD50,000 USD25,000 USD20,000 US\$ 20,000 US\$ 10,000 USD350,000 USD50,000</p>
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<p>2. Short-term strategies and measures developed and implemented to address pressing capacity gaps, and focused in particular on providing critical skills in selected strategic areas in key government institutions (national/local levels).</p>	<p>2.1 Critical capacity gaps for short-term action identified in selected strategic areas and in key government institutions (both national and local levels – Office of the President, PMO, DOSFEA, and key service delivery Departments of State such as DOSE, DOSH, DOSLGL and revenue generating institutions-GRA, etc).</p> <p>2.2 Strategies to “gap-fill” developed and implemented for these key government entities</p> <p>2.3 Introduction of new systems and processes fast-tracked and operational efficiency improved</p> <p>2.4 Skills of middle-level staff upgraded and senior managers vested with strategic management skills</p>	<p>2.1.1 Identify critical capacity gaps in key institutions needing immediate attention.</p> <p>2.1.2 Establish profiles of available critical skills and match gaps with existing profiles. The profiles shall be established as a database and Gambians in the Diaspora, returning ones, and those in the private sector can voluntarily register in the database.</p> <p>2.2.1 Design and implement a MIDAS – Migration for Development – programme to address some of the gaps identified</p> <p>2.2.2 Put in place a TOKTEN programme in collaboration with UNDP</p> <p>2.2.3 Put in place a UNV programme in collaboration with UNDP.</p> <p>2.3.1 Provide “seed resources” to fast-track the introduction of new systems and processes aimed at improving operational efficiency in the public service</p> <p>2.4.1 Provide on-the-job training for middle-level cadre to assist them acquire critical new competencies and assume new functions</p> <p>2.4.2 Provide short-term training to senior managers in strategic management and policy formulation</p>	<p>PMO, Office of President, concerned Departments of State, MDI</p>	<p>USD30,000</p> <p>USD20,000</p> <p>USD75,000</p> <p>USD75,000</p> <p>USD160,000</p> <p>USD50,000</p> <p>USD50,000</p> <p>USD65,000</p>
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<p>3 Key public service institutions provided with the structures, human resources and systems that will enable them to carry out their functions efficiently and effectively.</p>	<p>3.1 A public service functional review and institutional capacity assessment undertaken and results validated</p> <p>3.2 A public service human resources (skills and competencies audit) survey conducted, aimed at determining the current and future human, institutional and technological capacity requirements of target institutions by June 2011</p> <p>3.3 Capacity of the PMO and PSC enhanced in human resources management, strategic management and coordination, through overseas training in various fields</p> <p>3.4 The body of rules, regulations and other administrative provisions governing the functioning of the public service, reviewed and updated:</p> <ul style="list-style-type: none"> - Public Service Act is reviewed with a view to redefinition of the roles and functions of the PSC and the PMO, eliminating sources of potential role conflict and duplication between PMO and PSC; - Consistent and uniform enforcement of existing rules and regulation of the civil 	<p>3.1.1 Conduct of functional reviews and institutional capacity assessment in key Departments of State and holding of workshop to validate results</p> <p>3.2.1 Conduct of human resources (skills and competencies audit) survey and holding of workshop to validate results – including development of a National Skills Policy</p> <p>3.2.2 Support implementation of key proposals from functional reviews and skills audit</p> <p>3.3.1 Train PMO staff in the following areas: staff inspection (3 staff for 12 weeks at GIMPA); organization & methods (2 staff, 6 weeks in UK); Advanced HRM (4 staff, one year each); productivity studies (2 staff, 6 weeks each in UK).</p> <p>3.3.2 Strengthen records management capacity through training and logistic support</p> <p>3.4.1 Establish a review team comprising AG Chambers, PMO, PSC to undertake review of functions of PMO and PSC</p> <p>3.4.2 Review of PSC Act and Section 174 of Constitution; prepare report and make recommendations.</p> <p>3.4.3 Recruit consultants to review and revise GO, FI, PSC regulations, PSC Act, Civil Service Code of</p>	<p>PMO, PSC MDI, AG Chambers, Office of Ombudsman, various DOS, other stakeholders</p> <p>USD75,000</p> <p>USD60,000</p> <p>USD200,000</p> <p>USD 90,000</p> <p>USD50,000</p> <p>USD20,000</p> <p>USD20,000</p> <p>USD20,000</p>
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	<p>service assured, to strengthen compliance, maintain discipline and avoid double standards in enforcement of Rules and Regulations;</p> <ul style="list-style-type: none"> - The civil service rules and regulations (General Orders, PSC Regulations, Financial Instruction, Surety Bond, etc) revised, updated to bring them in line with constitutional provisions and make them gender sensitive, and disseminated. 	<p>3.4.4 Conduct training/orientation materials and disseminate and set up mechanisms for sustained production and reviews of level of compliance</p>		USD50,000
<p>4. <i>Comprehensive long-term vision and strategy in place for an efficient and effective public service sustained by appropriate institutional arrangements and partnerships</i></p>	<p>4.1 A comprehensive long-term vision and strategy developed, integrating efficient functional institutional capacities, improved incentives and rewards structure and good governance in the public service</p> <p>4.2 Broad-based partnership framework developed to secure long-term funding for reform measures</p>	<p>4.1.1 Develop a long-term strategy and vision</p> <p>4.1.2 Elaborate a roadmap for development of strategy for consideration during the upcoming Round Table in November 2007</p> <p>4.2.1 Set up a partnership framework between government and development partners to support a sustained public service reform process</p> <p>4.2.2 Set up of a "Basket Fund" mechanism to secure long-term funding for reform process.</p>	<p>PMO, OP, MDI, relevant Departments of State, Development partners</p>	<p>USD75,000</p> <p>USD20,000</p> <p>USD10,000</p> <p>USD10,000</p>

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Annex 1
LETTER OF AGREEMENT
BETWEEN UNDP AND THE GOVERNMENT OF THE GAMBIA
FOR THE PROVISION OF SUPPORT SERVICES

Dear Mr. Jammeh,

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 project: “Public Service Reform and Institutional Capacity Development Project”. UNDP and the Government hereby agree that the UNDP country office may provide such support services at the request of the Government through the Office of the President, designated in the project document as Implementing Partner, 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 Government-designated institution is strengthened to enable it to carry out such activities directly.
3. The UNDP country office may provide, at the request of the designated institution, the following support services for the activities of the programme/project:
 - (a) Identification and/or recruitment of project and programme personnel;
 - (b) Identification and facilitation of training activities;
 - (a) Procurement of goods and services;
4. The procurement of goods and services and the recruitment of project and programme personnel by the UNDP country office shall be in accordance with the UNDP regulations, rules, policies and procedures.
5. The relevant provisions 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 (the “SBAA”), 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 programme or project through its designated institution. 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.
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 cost-recovery by the UNDP country office in providing the support services described in paragraph 3 above shall be done in accordance with relevant UNDP rules and regulations.
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.

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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

Adama Guindo
Officer-in-Charge

Date: _____

For the Government
Mr. Ousman Jammeh
Secretary General
Office of the President

Date: _____

**Record of the Local Project Appraisal Committee Meeting to review the project
“Public Service Reform and Institutional Capacity Strengthening”
funded by the Spanish DGTTF
held on 16 July 2007
at the Office of the President**

Present in the meeting were:

1. Mr. Abdou Touray, Permanent Secretary, Dept of State for Finance and Economic Affairs (deputizing for the Permanent Secretary Office of The President) Chair
2. Mr. Kunkung Jobarteh, Dept. of State for Basic Education
3. Mr. Yusupha B. Dibba, Personnel Management Office
4. Mr. Ebrima Sama Corr, Policy Analysis Unit
5. Mr. Alhagie Nyangado, Policy Analysis Unit
6. Mr. Baba Kujabi, Dept. of State for Agriculture
7. Mr. Abdoullie Manneh, Dept. of State for Local Government & Lands
8. Mr. Sulayman M. Trawally, Dept. of State for Agriculture
9. Mr. Saiku K. Janneh, Dept. of State for Health
10. Mr. Muhamadou Lamin Jaiteh, Office of The President
11. Mr. Vitalie Muntean, DRR, UNDP
12. Dr. Tijan Jallow, consultant, UNDP
13. Mr. Bashirou Garba-Jahumpa, Program Officer, UNDP
14. Mr. Mamour A. Jagne, Program Officer, UNDP
15. Mr. Youssef Rahman, Program Officer, UNDP (reporter)

The agenda of the meeting was as follows:

- 1) Welcome & opening
- 2) Presentation project proposal
- 3) Discussion on objectives and quality of proposal

1. Welcome & opening

After introductory remarks by the chairperson and the DRR, putting the project proposal in the wider framework of Vision 2020, the PRSP, the Country Programme Document (2007-2011) and subsequently its implementation framework: the Country Programme Action Plan (CPAP 2007-2011). The project is funded by the Spanish Democratic Governance Thematic Trust Fund, to which the Government of Spain, as sole donor, contributed 10 million Euros. 1,45 million US dollar is earmarked for the implementation of a project in The Gambia.

2. Presentation of the project

Dr. Jallow gave a brief overview of the project. The project is developed against the background of a changing discourse on the thinking of Public Service Reform. The driving force behind the process is no longer the size of the civil service, the focus is much more on how the civil service can assist in an optimal service delivery for the poor. The project aims to deliver four specific outputs: i) to strengthen government leadership and coordination role in public service reform, ii) short-term strategies and measures developed and implemented to address pressing capacity gaps, focusing in particular on providing critical skills and capacities in selected strategic areas (economic governance, policy formulation and strategic management) and in key government institutions (both national and local levels); iii) Key public service institutions assisted to identify appropriate structures, human resources and systems that will enable them to carry out their functions efficiently and effectively in the medium term; and iv) comprehensive long-term vision and strategy in place for an efficient and effective public service sustained by appropriate institutional arrangements and partnerships.

3.1 Discussion on objectives & quality of the proposal

The meeting noted that the project comes timely as the government intends to carry out a major public service reform exercise. The project falls within the government's ambit and priority for addressing service delivery to the poor for which an effective management of and by the civil service is paramount. At the micro level, the project is also seen as a vehicle for strengthening the capacities required for an effective local government administration. The following issues were raised:

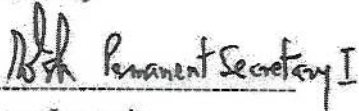
- (i) The total amount of the project, 1,8 million USD can be seen as start capital. The Gambia is expected to reach HIPC completion point in the near future, funds that will come available through this initiative will be used to complement the reform policy.
- (ii) DFID as well as the World Bank are fielding missions to the Gambia in the near future. DFID's mission will visit The Gambia from 23rd July onwards; the WB will come from 6 – 19 August. Synergies should be created between these missions and the UNDP project document. The missions ideally should talk to the board, to be constituted under this project.
- (iii) Following the magnitude of the tasks envisaged in the project document it is important to identify possible risks and put in place a mitigation policy.

3.2 Recommendations

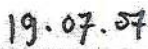
- It was brought to the attention of the meeting that in the presentation it was mentioned that the board of the project eventually could be transformed into a permanent institution on public service reform. However, the project document does not describe how this is to be done. This should be addressed.

- To ensure 'buy in' of all stakeholders in the project special attention should be given to the communication strategy/ sensitization campaign. The results framework does not make mention of any such activities. This should be included.
- Over time many studies on public and civil service reform have been carried out in The Gambia. The project should carry out a desk review of all studies available.
- Taking into account the issues mentioned above, the project document should be endorsed and approved.
- This should be followed by a working session of the board to prioritize and identify the activities to be carried out soonest.

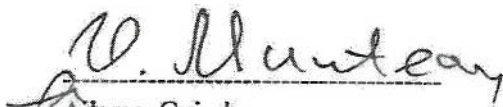
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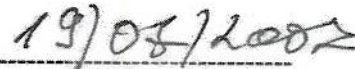
Jousman Jammeh,
Secretary General
Office of the President



Date



Adama Guindo
Officer in Charge
UNDP



Date