

**UNDP GENDER SEAL**

**[THE GAMBIA]**

**Project Title:** UNDP Gender Seal Certification

**Project Number:** 00102117

**Implementing Partner:**

**Start Date:** 1 December 2016

**End Date:** 30<sup>th</sup> Nov. 2017

**PAC Meeting Date:** 19<sup>th</sup> Sept. 2016

**Brief Description**

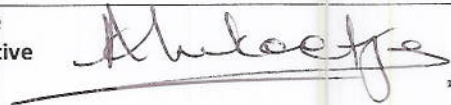
The United Nations (UN) lays much emphasis on the promotion of women's empowerment and the mainstreaming of gender in its development support, including a strategy to achieve gender parity among staff. The gender Equality Seal process appraises operational elements laid out in the **UNDP Gender Equality Strategy 2014-2017**, and provides an overall assessment of contributions, competence and credibility to advance the UNDP's gender equality goals and global goals for women's empowerment. The UNDP Gender Equality Seal certification process is a corporate tool that recognizes good performance of UNDP Country Offices in delivering transformational gender equality results. It is also a tool for empowering managers and staff, and accelerating changes needed to support the Country Office to achieve its gender equality goals. Following the first pilot phase of the Seal, which was launched in 2011 in three Country Offices, the certification process was undertaken in 2013 and 2014 in 32 offices with 29 completing the process and 25 awarded gold, silver or bronze Seal certification. In the current round of the Seal (2015-2016), 43 Offices are participating. An additional 23 Country Offices, including The Gambia, participated in a baseline exercise to prepare conditions for the Seal. The Gambia Country Office (CO) has voluntarily expressed interest to participate in the UNDP certification exercise in 2017. The office participated in the baseline exercise in 2015 and has been working on the implementation of the benchmarks/standards stipulated for the certification.

<b>Contributing Outcome (UNDAF/CPD, RPD or GPD):</b> Governance and Human Rights <b>Indicative Output(s):</b> <ul style="list-style-type: none"><li>capacities of the UNDP Country Office and project support staff and implementing partners on gender is built</li><li>Gender is mainstream gender into the work of the organisation;</li><li>Gender equality in the work place, promoted starting with the recruitment process</li></ul>	<b>Total resources required:</b>	USD 70000	
	<b>Total resources allocated:</b>	<b>UNDP TRAC:</b>	31,750
		<b>Other resources</b>	38,250
		<b>Donor:</b>	
		<b>Government:</b>	
	<b>In-Kind:</b>		

Approved by:<sup>1</sup>

UNDP GAMBIA COUNTRY OFFICE

Ade Mamonyane Lekeotje  
UNDP Resident Representative



**Date:** 29<sup>th</sup> November 2016

<sup>1</sup> Note: Adjust signatures as needed

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## I. DEVELOPMENT CHALLENGE

In line with UN mandate on gender mainstreaming, the Gambia CO deemed it necessary to improve its work on gender. As a first step, the CO participated in the online self-assessment carried out in 2014 using an online tool that allows an office to determine where it stands with respect to the benchmarks. The results pointed to substantial gaps and challenges in gender mainstreaming in the CO's activities. Amongst other findings, overall results of the assessment revealed that while staff are generally well aware of UNDP's commitment to Gender Equality and Women's Empowerment, the rationale behind the gender equality commitment amongst staff is varied. The Country Office does not have a Gender Strategy and workplace policies on gender equality. Gender mainstreaming is mainly viewed as a technical activity rather than a programming principle. In addition, while the CO has committed to 40% of its development funds allocated to gender, the office has met with challenges in achieving this objective because of the lack of a strategic approach. Given these gaps and challenges the CO finds it critical to enrol in the Gender Seal Certification Programme and to strengthen staff's capacity in gender mainstreaming.

Furthermore, the Gender and Women's Empowerment Policy 2010-2020 clearly states that previous efforts aimed at Gender Mainstreaming were undermined by lack of adequate capacity in Gender Mainstreaming. It therefore cites capacity building in Gender mainstreaming as key and one of the eight priority areas of the policy. Given that the UNDP CO operational modality relies on Country systems where the Government is the main Implementing Partner (IPs) for UNDP programmes, mainstreaming gender without full participation of the IPs will not result in the desired outcomes. In light of this, both IPs and UNDP staff will benefit from activities of the seal especially with regards to training with a view to improve programme delivery and results.

Lessons drawn from other CO's like Rwanda has proven that implementation of the activities of the Gender Seal has resulted in increased levels of motivation of staff. It can transform an organisation from low capacity for gender mainstreaming to high capacity, with gender sensitive policies instituted transforming the life and soul of the organisation to a place where everyone feels free to express themselves is aware of his or her rights in a gender sensitive environment.

In line with this development the CO is fully committed to its participation in the Seal and to achieving the desired results.

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## II. STRATEGY

Based on the procedures of the certification process, the CO has set up a Gender Unit and Gender Team headed by the Resident Representative. The Gender Team steers the activities of the Seal certification process based on the benchmarking matrix and action plan endorsed by UNDP headquarters. The Gender Seal work plan identifies lead persons for each action and responsibilities are distributed amongst staff. The staff of the Regional Bureau also provide online advice and support to the overall activities of the Seal certification. The office will use the services of consultants to implement some of the activities of the project. The activities and actions identified by the team will be funded from the UNDP programme resources and the process is to improve programmatic support.

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## III. RESULTS AND PARTNERSHIPS

### *Expected Results*

- Office receives certification for the Gender Seal
- Staff capacities developed to mainstream gender in their work
- Gender equality achieved through institutionalisation of gender sensitive workplace policies and training of staff

### ***Resources Required to Achieve the Expected Results***

Resources required are costed as in attached budget and work plan taking into account external expertise

### ***Partnerships***

Project will network and work with Gender focal points both within the UN and Government departments. It will partner with civil society organisations in its grassroots campaigns, and with the women's machinery in advocacy on women's rights. It will remain in contact with UN women and the RBA team for guidance and support

### ***Risks and Assumptions***

*Lack of adequate resources* to implement the project threaten its implementation which is why the CO is seeking resources to mitigate this risk. There is also the high level of staff turnover amongst IP's which makes it necessary to train a critical mass of IPs. It is however assumed that both IP's and Staff recognize the value of improving capacities in gender mainstreaming and the benefits to them and the organisations in which they belong.

### ***Stakeholder Engagement***

Project will ensure capacity building of IPs in gender mainstreaming and share information on gender

### ***Knowledge***

Project will produce specific knowledge products and share lessons learnt on gender with the public through newspaper articles or the CO website. Activities of the Gender seal will be covered by National Television and local media thereby creating visibility for the CO.

### ***Sustainability and Scaling Up***

The Seal benchmarks are pathways to providing sustainable change to the organization's overall operations, providing opportunities to address inequalities and reshape organizational policies to empower both men and women in the workplace. With full engagement of management and staff, success in bringing about transformational and sustainable change will be achieved through implementation of the benchmarks. The Country Office will ensure that the achievements made during the certification process are maintained and the mechanisms for further strengthening the gender mainstreaming agenda are put in place, including regular training and self-assessment.

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## **IV. PROJECT MANAGEMENT**

The Gender Seal Certification Programme as an ongoing project managed by a Gender Focal Point working in tandem with Gender team and reporting to the programme committee on a weekly basis. Staff identified as lead persons for actions are accountable for implementation of the Seal benchmarks.

Monitoring of the Seal process is done through reviews by the Gender Seal Team. The Team meets Bi-weekly to discuss the implementation of activities, review progress and make recommendations and amendments for onward follow up. It reports to the Senior Advisory Team. Assessment is carried out weekly and focus on assessment of work carried out by staff in fulfilment of the benchmarks of the programme based on the Seal action plan.

At the final stages of the Seal competition, the corporate Advisory Committee of the UNDP Gender Equality Seal will review the recommended level of certification and determine the final certification level. The Country Office will receive the Gender Equality Seal certification by UNDP's Administrator Office and news of the CO certification will be circulated among UNDP colleagues worldwide.

V. BUDGET ANNEX:1

	Quantity	Unit cost (USD)	Annual cost (USD)		
			2016	2017	2018
<b>1. REAL LIFE EVENT ON GENDER</b>					
✓ Facilitators	2	235	470	500	500
✓ Seminar for 25 participants	1	100	100	200	200
✓ Video coverage	1	120	120	150	150
<b>Sub-Total</b>			<b>690</b>	<b>850</b>	<b>850</b>
<b>2. TRAINING ON GENDER MAINSTREAMING</b>					
✓ Fees for main local consultant at \$250 for 5 days at Days x 2 sessions	2	1,250	2,500	1,500	1,500
✓ Fees for support consultant (local) at \$150/dayx5days x 2 sessions	2	750	1,500	1,000	1,000
✓ Workshop for 46 participants x 3days	1	680	680	700	700
✓ Training Materials			130	200	200
<b>Sub total</b>			<b>4,810</b>	<b>3,400</b>	<b>3,400</b>
<b>2. DEVELOPMENT OF Country Office GENDER STRATEGY</b>					
✓ Consultancy fees International at \$650/per day X 30 days			19,500		
✓ Air ticket			2,000		
<b>Sub-total</b>			<b>21,500</b>		
<b>3. REVIEW OF LITERARY WORKS OF GAMBIA ON GENDER</b>					
✓ Fees for consultant	1	250	250		
✓ Dissemination seminar	1	100	100		
✓ Video coverage			150		
<b>Sub-total</b>			<b>500</b>		
<b>4. PARTICIPATION IN CORPORATE GENDER EVENTS AND TRAININGS</b>					
✓ Participation of UNDP staff			10,750	10,750	
✓ Training of the Gender Specialist at the UN Staff Center in Turin				5,000	
<b>Sub-total</b>			<b>10,750</b>	<b>15,750</b>	
<b>5. MONITORING AND EVALUATION</b>					

✓ End of Project Evaluation											7,500	
<b>Sub-total</b>											<b>7,500</b>	
<b>GRAND TOTAL</b>										<b>38,250</b>	<b>20,000</b>	<b>11,750</b>

**PROMOTING GENDER EQUALITY AND EMPOWERMENT IN THE GAMBIA COUNTRY OFFICE  
ACTIVITY WORK PLAN**

**Year: 2016 TO 2018**

EXPECTED OUTPUTS <i>And baseline, indicators and targets</i>	PLANNED ACTIVITIES <i>List activity results and associated actions</i>	TIMEFRAME			RESPONSIBLE PARTY	PLANNED BUDGET		
		Y1	Y2	Y3		Funding Source	Budget Description	Amount (US\$)
Output 1: Enhanced knowledge and capacity in gender mainstreaming  Baseline: low level of gender awareness as per 2015 online assessment  Indicators: <ul style="list-style-type: none"> <li>• All staff trained on gender mainstreaming</li> <li>• All staff undertake Gender Journey on line course</li> <li>• Gender reflected in PMDs of all staff</li> </ul> Targets: 2016 Related CP outcome: Governance and Human rights	1.1. Real life event on gender - Facilitators' fee - Seminar for 25 pax - Video coverage  1.2. Training on Gender Mainstreaming - Fees for main local consultant - Fees for support local consultant - Workshop for 46 pax - Training materials	X	X	X	UNDP	UNDP TRAC/1888	Local Consultancy (71300) Workshops (75700), Audio Visual (74200)	1470 500 420
		X	X	X	UNDP	UNDP TRAC/1888	Local Consultancy (71300) Workshops (75700) Office supplies (72500)	9000 2080 530
<b>Output 1 Total</b>								<b>14,000</b>

EXPECTED OUTPUTS And baseline, indicators including annual targets	PLANNED ACTIVITIES List activity results and associated actions	TIMEFRAME			RESPONSIBLE PARTY	PLANNED BUDGET			
		Y1	Y2	Y3		Funding Source	Budget Description	Amount (US\$)	
Output 2: The country office will become certified offices for the Gender Seal  Baseline:	2.1 Development of Country Office Gender Strategy - Consultancy fee -- International - Travel ticket	X			UNDP	UNDP TRAC/11888	International consultants (71200)  Travel (71600)	19500  2000	
<ul style="list-style-type: none"> <li>• Non-existence of gender strategy</li> <li>• Gender is treated as a technical activity</li> </ul>	2.2 Review of Literary Works of Gambia On Gender Fees for main local consultant - Fees for consultant - Dissemination seminar - Video coverage	X					Local Consultancy (71300)  Workshops (75700),  Audio Visual (74200),	250  100  150	
<ul style="list-style-type: none"> <li>• All actions on GS action plan implemented</li> <li>• CO is eligible for 2017 - 18 round</li> <li>• A Gender Strategy is instituted</li> </ul>					UNDP	UNDP TRAC/11888			
<b>Targets: 2017</b> <b>Related CP outcome: Governance and Human Rights</b>									
<b>Output 2 Total</b>									<b>22,000</b>



EXPECTED OUTPUTS <i>And baseline, indicators including annual targets</i>	PLANNED ACTIVITIES <i>List activity results and associated actions</i>	TIMEFRAME			RESPONSIBLE PARTY	PLANNED BUDGET		
		Y1	Y2	Y3		Funding Source	Budget Description	Amount (US\$)
		<p>Output 3: Staff motivation to work and relations improved</p> <p><i>Baseline: low appreciation of gender in the workplace</i></p> <p><i>Indicators</i></p> <ul style="list-style-type: none"> <li>Staff knowledge and skills in gender mainstreaming and relations improved through GS activities</li> <li>Gender is made a programming principle</li> <li>Gender is embedded in recruitment process</li> <li>Co is certified for the Gender Seal</li> </ul> <p><i>Targets: 2018</i></p> <p><i>Related CPD outcome: Governance and Human Rights</i></p>	<p>3.1 Participation in Corporate Gender Events and Trainings</p> <ul style="list-style-type: none"> <li>Participation of 2 staff</li> <li>Training at UNSC – Turin</li> </ul> <p>3.2 Monitoring and Evaluation</p>	X		X	X	UNDP TRAC/11888
						Local Consultancy (71300)	7500	
<b>Output 2 Total</b>								34000
<b>TATOL Project</b>								<b>70,000</b>

**Annex 2****DEX REPORTING SHEET**

Country Office	The Gambia
Project Number and Title	UNDP GENDER SEAL CERTIFICATION Project No :00102117
Total Budget	\$70000
Source of Fund	UNDP TRAC
Date of Bureau Approval memo	
Project Starting Date	1 <sup>st</sup> December 2016
Project Ending Date	30 <sup>th</sup> November 2017
Project Objective	The overall objective of the project is to obtain the Gender Seal Certification. Towards achieving the Seal certification, the CO will resolve the issue of fragmented gender mainstreaming to provide a holistic framework to integrate gender into all UNDP's domains of work in order to support learning, bring about organizational change and sustainable development results.
Justification of DEX Modality	In the efforts to reach the stipulated benchmarks, targets and standards, the CO has had to rely on the professional services of an extremely small pool of qualified people working on sometimes sensitive issues within a very difficult and challenging governance and human rights context. A case in point is the consultant recruited to strengthen staff skills on gender mainstreaming. The consultant has now declared to run for President in the forthcoming December elections as the first ever female presidential candidate in Gambian history. She has previously played a key role in the fight against Female Genital Mutilation, having built a strong alliance at the local

		<p>levels. With the announcement of her candidacy, it has become difficult to get the government to provide the approval for payment for her consultancy fees within the framework of the NIM modality. It should be noted that the Permanent Secretary at the Office of the Vice President and Ministry of Women's Affairs is the designated signatory for the FACE/ICE Forms on expenditures and reporting on the gender seal issues, using funds under NIM project under VP's Office.</p> <p>Additionally, the arrest, detention and subsequent dismissal of 28 senior civil servants for alleged abuse of office and fraudulent acts have created a lot of anxiety and made government officers very reluctant to sign approvals for the use of funds that do not directly relate to activities in their offices. As a result, there has been a number of refusal to approve project funds for UNDP country office activities.</p> <p>In order to avoid unnecessarily tensions with our government counterparts and to ensure the smooth implementation of the Gender Seal process, it is prudent to implement the activities of this project under the DIM modality. This will have the added advantage of reducing or eliminating any unnecessary misunderstandings between a key national partner and the CO especially in view of the current situation in the country.</p>
Country Office Assessment of Project		N /A
Audit Date		N/A
Audit Rating		N/A

Table 3. Suggested indicators to assess capacity for direct implementation at country, regional and global levels

AREAS OF ASSESSMENT		SUGGESTED MEASURES TO GAUGE CAPACITY (TO SUPPLEMENT EXISTING OVERSIGHT INDICATORS)	
<b>PART I. PROGRAMME AND PROJECT MANAGEMENT CAPACITY</b>			
<b>1.1 Management capacity</b>			
<b>Planning and budgeting</b>	<ul style="list-style-type: none"> <li>No. of projects per project focal point (programme officer, specialist, etc.)</li> </ul>		
	#	Unit	Unit Focal Point
			Governance and Human Rights
			Poverty and Inclusive Growth
			Energy and Environment
			Bashirou Garba Jahumpa
			Abdou Touray
			Almany Camara
			3
			6
			5
	<ul style="list-style-type: none"> <li>Risk management plan updated at time of assessment: Yes</li> <li>Total programme delivery rate above 70 per cent: Yes (82% for 2015 and 68% up to date for 2016)</li> <li>[FOR COUNTRY OFFICES ONLY] Number of months of XB reserve: 15 Months</li> </ul>		
<b>Supervision, review, and reporting</b>	<ul style="list-style-type: none"> <li>Sound programme and project management based on BSC: Yes</li> <li>Programme/project monitoring system in place: Yes</li> </ul>		
<b>1.2 Substantive capacity</b>	<ul style="list-style-type: none"> <li>Dedicated advisory support available (e.g. at a regional service centre): Yes</li> <li>Plans/TOR and budget to recruit additional expertise to support technical/ substantive aspects of project: Yes</li> <li>Highly satisfactory / moderately satisfactory rating of decentralized evaluation (if and when information is available): Yes</li> </ul>		
<b>PART II. ADMINISTRATIVE AND FINANCIAL MANAGEMENT CAPACITIES</b>			
<b>2.1 Administrative capacity (Address only questions that are relevant to the proposed project)</b>			
<b>Facilities, infrastructure and equipment</b>	<ul style="list-style-type: none"> <li>Facilities and equipment available based on project requirements: Yes</li> <li>Maintenance functions assigned with budget: Yes</li> </ul>		
<b>Recruitment and personnel management</b>	<ul style="list-style-type: none"> <li>Average time taken to recruit qualified personnel: 4 weeks</li> </ul>		
<b>Procurement and contracting</b>	<ul style="list-style-type: none"> <li>Number of procurement actions and their value in past year: 308</li> <li>% ACP cases approved in first round: 10</li> </ul>		
<b>2.2 Financial management capacity</b>			
<b>Financial management organization and personnel</b>	<ul style="list-style-type: none"> <li>Past year approved budget within authorized spending limit [Y/N]: Yes</li> <li>Organizational unit on Comptroller's acclaim list: Yes (ACCLAIMED for the pas 4 Quarters)</li> </ul>		
<b>Financial position</b>	<ul style="list-style-type: none"> <li>Financial statements available: Yes</li> </ul>		
<b>Accounting and financial reporting</b>	<ul style="list-style-type: none"> <li>Accounting system and reporting capacity in place: Yes</li> </ul>		
<b>Audit</b>	<ul style="list-style-type: none"> <li>Audit recommendation implementation rate satisfactory: Yes</li> </ul>		

AREAS OF ASSESSMENT

SUGGESTED MEASURES TO GAUGE CAPACITY (TO SUPPLEMENT EXISTING OVERSIGHT INDICATORS)

- [FOR COUNTRY OFFICES ONLY] Audit rating for 'programme activities' satisfactory [Yes
- [FOR BDP AND RBx] Overall audit rating satisfactory [Y/N] N/A

## ANNEX 4

### MINUTES OF MEETING OF LOCAL PROJECT APPRAISAL COMMITTEE TO DISCUSS PROJECT PROPOSAL ON PROMOTING GENDER EQUALITY AND EMPOWERMENT IN THE GAMBIA COUNTRY OFFICE HELD AT THE UNDP LIBRARY ON MONDAY 19<sup>TH</sup> SEPTEMBER 2016

#### 1, Attendance

Emily Sarr -Programme Analyst , Governance and Human rights

Bashirou Garba Jahumpa Programme Specialist , Governance and Human Rights

Adama Njie Programme Associate , Poverty

Mamanding Ndow – Programme Finance Associate

Abdoulie Janneh – National Economist

Elina Cole –Programme Associate, Governance and Human rights

#### 2. Agenda

A Local Project Appraisal (LPAC) to move the request for Direct Implementation (DIM) modality

AOB

#### 3. Proceedings:

The meeting was chaired by the Programme Specialist Governance and Human Rights. He intimated that the reason for the meeting was to allow the Local Programme Appraisal Committee to scrutinize the Project Proposal circulated for the implementation of the UNDP Gender Seal initiative with a view to providing it with quality assurance and to discuss likely funding sources.

The committee reviewed the proposal and then decided on the following:






- Project proposal to be revisited with minor typographical errors adjusted
- Activities for 2016 to be funded from 11888 A/C
- Funds allocated for 2017/18 be sourced from Trac budget

With these suggestions the Chairperson moved the motion to approve the request for direct implementation modality (DIM) which was unanimously accepted.

LPAC FOR PROJECT ON PROMOTING GENDER EQUALITY AND EMPOWERMENT

DATE: 19<sup>th</sup> SEPTEMBER 2016

VENUE: UNDP CONFERENCE ROOM

NAME	POSITION	SIGNATURE
EMILY SARR	PROGRAMME ANALYST, GOVERNANCE & HUMAN RIGHTS	
BASHIROU GARBA JAHUMPA	PROGRAMME SPECIALIST, GOVERNANCE & HUMAN RIGHTS	
ADAMA NJIE	PROGRAMME ASSOCIATE, POVERTY	
MAMANDING NDOW	PROGRAMME FINANCE ASSOCIATE	
ABDOULIE JANNEH	NATIONAL ECONOMIST	
ELINA COLE	PROGRAMME ASSOCIATE, GOVERNANCE & HUMAN RIGHTS	