



Strategic Support to The Gambia's Development Agenda
United Nations Development Programme
Country: The Gambia
Project Document

Project Title Strategic Support to the Development Agenda of The Gambia

Expected UNDAF Outcome(s): **UNDAF Outcome 3:** Economic and political systems utilize transparent, accountable, participatory and inclusive decision making process at national and decentralized levels.

Expected Country Programme (CP) Outcome(s):
[Those linked to the project and extracted from the Country Programme Action Plan (CPAP)]
 MDG- based pro- poor policies developed and partnerships enhanced to achieve the MDGs

Expected Output(s):
(Those that will result from the project)

1. UTG Law Faculty strengthened, and legal education improved to positively impact administration and dispensation of justice
2. MDI better equipped to build capacity in the public, private and non-governmental sectors in The Gambia
3. Policy dialogue forum organised (Development Forum).

Implementing Partner: The University of The Gambia
Responsible Parties:

Brief Description

The objective of this project is to position UNDP to make effective interventions in policy analyses, capacity development in the private and public sector and to galvanise policy dialogue on key development challenges. This project will provide strategic policy and advocacy support to the Government of The Gambia in these areas. Initiatives funded through this project will identify strategic approaches and interventions in the implementation of the national MDG based PRSP and the CPAP. It is intended that this project will support downstream pilots which will make it possible to catalyse upstream results and objectives.

| | |
|-----------------------------------|--------------------------------|
| Programme Period: | 2010-2011 |
| Key Result Area (Strategic Plan): | Strategic and Analytic Support |
| Atlas Award ID: | _____ |
| Start date: | November 2010- |
| End Date | December 2011 |
| PAC Meeting Date | _____ |
| Management Arrangements | NIM/NEX |

| | |
|----------------------------|-----------|
| YYYY AWP budget: | |
| Total resources required | \$737,312 |
| Total allocated resources: | _____ |
| • Regular | _____ |
| • Other: | _____ |
| o Donor | _____ |
| o Government | _____ |
| Unfunded budget: | _____ |

Agreed by (Implementing Partner):
 Agreed by UNDP:

Chunwe M. T. G. [Signature]

Part I: Situation Analysis

The Gambia has made significant progress in Basic and Secondary Education as it strives to achieve MDG goal 2 "Achieve Universal Primary Education". However, access to education at the tertiary level is quite challenging due to the inadequate supply of relevant and or strong institutions making it impossible to achieve the indicators;(3:1) ratio of girls to boys in.....tertiary education and (3:2) the share of women in wage employment in the non-agricultural sector of the third MDG goal. The MDG based PRSP 2 (2007-2011) identifies the improvement of coverage of the basic social services as one of the five priority areas in its agenda to reduce poverty and improve the quality of life of the people of The Gambia. It is important to note however, that in the case of education, the primary focus of the PRSP is on Basic and Secondary Education. Mindful of the fact that The Gambia has a youthful population with 40 percent under 15 years of age and 20 percent between 15 and 24 years, it is pertinent that strategic interventions are made to develop its human resource base for a country with few natural resources and limited arable land.

There is indeed a wide gap between demand and supply at tertiary level, making access a pertinent issue and creating a pyramidal structure in the education system. It therefore necessary to support the University in building human capacity not only for the civil service but also for the private and NGO sectors. The current dearth of lawyers in the Gambian judiciary is glaring and hugely impedes the administration and dispensation of justice.

The UTG has a Law program that is designed to ensure that graduates are well trained with a clear understanding of the place and importance of Law in society. To ensure this requires a well equipped Law School in the country that will help in the indigenization efforts of the Government and build capacity to ensure judicious execution of cases and a more effective and efficient functioning of the legal system. The public and private sectors are both littered with middle management staff notably women who have work experience but very little tertiary education. To address this MDI need to tailor evening classes that would provide certified courses for them.

In the further of developing The Gambia's human resource base in a more informal way and to the benefit of a wider audience, the project will generate policy dialogue in the form of a Development Forum series. High profile panel discussions on key national development challenges would be conducted to provide avenues for sensitizing a wider population, information sharing, consensus building and facilitating the dissemination of best practices. This will help to highlight possible areas of intervention and policy support for UNDP.

These interventions will have a big impact on the development of higher education and capacity building in The Gambia, and consequently on national development. Supporting high quality tertiary education institutions helps to support socio-economic, scientific and technological advances and development.

Part 2: The Strategy

The UNDP will through this project support the promotion of excellence in the creation and dissemination of knowledge by assisting the nascent national university in its efforts to train men and women who can provide intellectual leadership in the emergence of a nation wedded to the ideals of democracy and a socially, politically and economically self-reliant country in a globalised and interdependent world.

The project aims to strengthen The University of The Gambia Law Faculty to better equip UTG to build human resource capacity in the area of law. The dearth of lawyers in the Gambian judiciary is glaring and hugely impedes the administration and dispensation of justice.

The interventions of the project will be to:-

- a. Complete and furnish the Peace Building which will house the School of Law (to study for the bar), a Law clinic, and the legal aid program;
- b. Assist students in launch of a Legal Review Journal;
- c. Muting and trial Advocacy Programme
- d. Offer training for legal support such as paralegals, court reporters, clerks, etc., and
- e. Provide customized trainings to those involved in the criminal justice system.

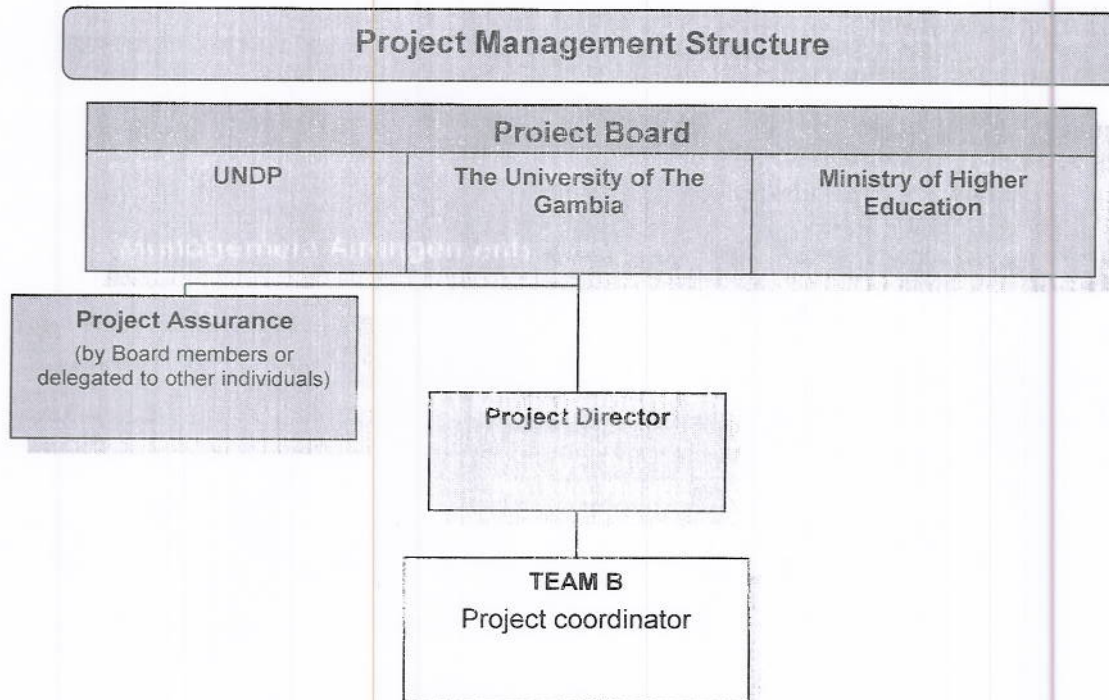
This project also aims to strengthen MDI and The University of The Gambia's School of Business and Public Administration to build human resource capacity in the public and private sectors in The Gambia.

The interventions of the project will be to:-

- a. Run tailor-made programs in Leadership, Project Management, Negotiations and Conflict Resolution, etc.;
- b. Enhance the resource Centre to launch evening and weekend Programs College for matured students and mid-career level people;
- c. Furnishing of classrooms and equipping of computer labs;
- d. Kal Juwara Library – rehabilitated (floor, toilets, windows) and furnished (computers desks, chairs cabinets and chairs).
- e. Furnishing and equipping of newly constructed School of Business Law library
- f. Equip the 2 new information Technology labs and network
- g. Provide a comprehensive University management information system for enrolment, registration financial and assets management etc.

UNDP will organise quarterly Development forum that would discuss key national developmental challenges publicly. Experts would be invited to sensitive participants who would come from the different works of life, whose views would also be entertained to ensure open dialogue.

Part 3: The Management Arrangements



The project shall be implemented within the UNDP CPAP 2007-2011 framework through the NEX modality and The University of The Gambia shall be the Implementing Partner (IP). The project will establish a Project Board (PB) to oversee the overall implementation process. The PB will be co-chaired by the Vice Chancellor of The University of The Gambia and the Resident Representative of the UNDP. Membership of the steering committee will consist of representatives from The University of The Gambia, The Ministry of Higher Education, the Law School and the School of Business and Public Administration (SBPA)/Management Development institute (MDI). The PB will meet quarterly and will decide on specific activities that are to be supported by the project based on project objectives, the annual work plan, the budget and availability of funds.

Vice Chancellor of The University of The Gambia or designate shall serve as the **Project Director (PD)** and Accounting Officer, and in his absence the Director General SBPA/MDI. S/He shall be responsible for the overall coordination of the project, accounting for the use of project resources and achievement of overall project objectives. The University of The Gambia will appoint a dedicated full-time staff member as the **Project Coordinator (PC)**, who shall be responsible for the day-to-day management of the project.

The Programme Management Unit (PMU) for Governance will ensure the smooth functioning of the project which consists of a Programme Manager, one Monitoring & Evaluation Officer, an Administrative/Finance Officer, and 1 driver. The Programme Manager and Unit shall provide technical and management support to the PB of each project. The TOR of the PMU is attached as Annex 1

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. Based on a micro assessment on The University of The Gambia, the quarterly advance of funds modality will be used based on the Funding Authorisation and Certification of Expenditure (FACE). Prior to the use of the FACE, UNDP The Gambia Country Office will provide support services to the project as set out in the attached "Letter of Agreement for Provision of Support Services". (Annex 2).

b) Project assurance

Project assurance is the responsibility of each member of the PB. 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. The Board responsible for this intervention is the Governance Board and it will undertake coordination between all the projects and ensure synergies, sustainability and the achievement of development results. The Board will consist of the Vice Chancellor of The University of the Gambia, the UNDP Resident Representative, , Project Coordinator and the Programme Manager of the Programme Management Unit. With the support of the PMU, the Board, which meets every six months, will be responsible for the overall coordination, management and monitoring of such interventions, including policy dialogues and resource mobilisation.

Part 4: Monitoring and Evaluation

The project will be monitored through periodic meetings of the PB, which will be held monthly. The PB will be responsible for approval of the annual work plan and budget. These will constitute the official working documents once signed by the Secretary General and UNDP. The PB will undertake quarterly reviews on implementation progress, based on progress reports prepared by the Project Director. The PB 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 PB 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 PB will also receive reports on all activities supported by the project to serve as an additional basis 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 a training, conference or workshop. An annual project report (APR) will be produced by the PMU in close collaboration with the Project Coordinator and the Implementing Partner and submitted to the TPR meeting to be scheduled between Government and UNDP every first quarter of the year following the year covered by the annual project report.

There will be a terminal evaluation of the project which ends in 2012. The findings and recommendations of the evaluation report will feed into the UNDAF and CPAP Final Evaluations in 2011 and serve as a basis to determine the future of the project.

Part 5: 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 1 of the Standard Assistance Agreement between the Government of the Republic

of The Gambia and the UNDP, signed by the parties on 24th February 1975, and all CPAP provisions apply to this document.

Consistent with the Article 111 of the Standard Basic 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, taking into account the security situation in the country where the project is being implemented;
- 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 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 either directly or indirectly in the form of contracts or subcontracts 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 she/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

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| | 677,321 |
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| EXPECTED OUTPUTS And baseline, indicators including annual targets | PLANNED ACTIVITIES List activity results and associated actions | TIMEFRAME | | | | RESPONSIBLE PARTY | PLANNED BUDGET | | |
|--|--|------------|------------|------------|------------|-------------------|--|--------------------|--------|
| | | Q4 2010 | Q1 2011 | Q2 2011 | Q3 2011 | | Funding Source | Budget Description | Amount |
| <u>Output 3</u> 3. Policy dialogue organised | 3.1 Organising the Development Forum. | | | | | UNDP | Contractual Companies (72100) | | |
| Baseline: | 3.2 Publishing the outcome of the forum as a policy series paper | X | X | X | X | UNDP TRAC | Local Consultant (71300) Stationery (72500) Sundry (74500) | \$60,000 | |
| Indicators Policy series paper on Development Forum produced. | | | | | | | | | |
| Targets: 2010/2011 | | | | | | | | | |
| Related CP outcome: MDG-based pro-poor policies developed and partnerships enhanced to achieve the MDGs | | | | | | | | | |
| Subtotal of Output 3 | | | | | | | | \$60,000 | |
| TOTAL | | | | | | | | 737,312 | |