EVALUATION OF THE UNITED NATIONS DEVELOPMENT ASSISTANCE FRAMEWORK (UNDAF) FOR THE GAMBIA 2017-2021

2021/UNDP/GAM/OPS/176

EVALUATION REPORT

Timeframe of the Evaluation	13 December 2021 to 30 June 2022
Date of the Evaluation Report	30 June 2022
Location of the Intervention	The Gambia
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THE GAMBIA

EuroPlus Consulting & Management

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"This Report was prepared with the financial assistance of the United Nations. The views expressed in this Report are not wholly those of the consultants and do not necessarily reflect those of the United Nations"

Abbreviations and Acronyms

AfDB	African Development Bank
ACFTA	African Continental Free Trade Area
CBF	Common Budgetary Framework
CCA	Common Country Assessment
CPD	Country Program Document
CF	Cooperation Framework
CSO	Civil Society Organization
DAC	Development Assistance Committee
DaO	"Delivering as One"
EBRD	European Bank for Reconstruction and Development
EIB	European Investment Bank
EU	European Union
GDP	Gross Domestic Product
GEM	Gender Equality Marker
GEWE	Gender Equality and Women's Empowerment
GoTG	Government of The Gambia
IP	Implementing Partner
JWP	Joint Work Plan
LGA	Local Government Area
LNOB	Leave No One Behind
M&E	Monitoring and Evaluation
MoFEA	Ministry of Finance and Economic Affairs
MTR	Mid-Term Review
NDMA	National Disaster Management Agency
NDC	Nationally Determined Contribution
NDP	National Development Plan

NGO	Non-Governmental Organization
OECD	Organization for Economic Co-operation and Development
PAGE	Program for Accelerated Growth and Employment
SDG	Sustainable Development Goal
ToR	Terms of Reference
TRRC	Truth Reconciliation and Repatriation Commission
UNDAF	United Nations Development Assistance Framework
UNDP	United Nations Development Program
UNEG	United Nations Evaluation Group
UNSDCF	United Nations Sustainable Development Cooperation Framework

This report has been written to comply explicitly with the requirements of the following:

UNEG Quality Checklist for Evaluation Reports 2010

UNDAF Guidance 2017

UNEG Norms & Standards for Evaluation 2017

UNEG Evaluation Guidelines UN Development Cooperation Framework 2021

As provided by the UNCT, The Gambia

EXECUTIVE SUMMARY

The current UNDAF (2017-2021)[1] is the **strategic partnership framework** between UNCT and Government of The Gambia (ToTG) for five years. Aligned with the Vision 2020 document, The Gambia National Development Plan 2018-2021 (NDP), as well as the SDGs and Africa Agenda 2063, and other international declarations such as the 2015 Paris Agreement on Climate Change, it defines the priority areas of intervention, identified together with the Government of The Gambia to support the national development initiatives of the Government. In line with the central objective of poverty reduction and inclusive growth, ensuring core programming principles of **"leaving no one behind"** and **"sustainable development & resilience"**, the UNDAF incorporated sections responding to humanitarian challenges. It also placed emphasis on resilience building for government institutions which provide basic services, as well as on communities emerging from crisis.

PURPOSE, OBJECTIVE, SCOPE AND AUDIENCE

The overall **objective of the evaluation** is to assess progress and achievements toward the UNDAF's objectives, outcomes, and outputs, as well as their contributions to the SDGs and addressing the country's development challenges. The evaluation will also provide information on accountability for resources delivered, decision-making for improved performance, and identification of lessons learned and best practices for designing a new Cooperation Framework. The UNDAF evaluation is further intended to provide accountability for the UN System's actions in The Gambia, as well as to examine the relevance, effectiveness, efficiency, sustainability, and appropriateness of its strategies in support of national development priorities and results, the SDGs, and the UN System's internal coherence in implementing its strategies, while focusing on lessons learned and the best practices.

The **evaluation scope** encompasses the entire geographic regions of The Gambia where the UNDAF is implemented. The timeframe to be evaluated is from January 2017 to December 2021 and its programmatic scope covers all the ten UNDAF outcomes, including UN agencies that contribute to the three strategic priorities of the UNDAF, the Implementing Partners, the CSOs/ beneficiaries, and donors.

The **primary users** of this Evaluation are all the UNDAF stakeholders which include the GoTG, UN agencies, and development partners, whilst **secondary users** such as private sector, non-governmental organizations (NGOs), and civil society should also find this useful in holding the GoTG to account.

METHODOLOGY

The Evaluation has employed a **participatory and inclusive** approach by ensuring the engagement of all relevant stakeholders, whilst also aiming to promote national ownership through the active and meaningful engagement of government counterparts.

At programmatic level, the three UNDAF priority areas and the accompanying outcomes were effectively sampled in the evaluation to ensure that the programmatic components are adequately catered for. The three UNDAF priority areas were selected to ensure the full coverage of the UNDAF and its results chain in the evaluation. The sampling equally covered all UN agencies that signed the UNDAF document. UN agencies by virtue of their lead role and contribution to the UNDAF implementation actively participated in the evaluation. To ensure active role in the UNDAF implementation, UN agencies have developed their CPDs to cover the UNDAF period and JWPs are developed annually to map out the support to be provided to Implementing Partners (IPs). In addition, selected government MDAs or implementing partners and

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[1] The UNDAF was extended to 2023

donors were also identified and consulted during the evaluation. Also, to ensure representativeness, CSOs from various works of life were also consulted to solicit their views on the respective evaluation criteria. The CSO selected in the sample were chosen through the CSO umbrella body – The Association of Non-Governmental Organizations (TANGO) to ensure their geographic distribution.

The following data collection methods were employed in the evaluation:

- Document review
- Stakeholder interviews
- Focus group discussion
- Stakeholder e-Surveys

To ensure independence of the evaluation outcome, a well-structured **evaluation governance system** was constituted in line with DCO guidelines. First, the UNCT selected an **evaluation manager** who spearheaded the entire evaluation process from its inception. In addition, a joint national-UN **Evaluation Steering Committee (ESC)** was constituted by the UNCT. The steering committee which is composed of nine members was chaired by the Permanent Secretary, Office of the President and draws membership from both the UN and government. The ESC provided substantive technical inputs into the evaluation, including comments on the deliverables and the scoring of the UNEG evaluation quality checklist.

KEY FINDINGS AND CONCLUSION

Conclusion 1 – Overall, UNDAF 2017-2023 was found to be relevant given the country context in 2017 and has remained relevant in guiding the UNs intervention in the country. The UN fully supported The Gambia's transition to democratic rule by promoting rule of law, transitional justice, human rights and reforms such as the security sector reform and the civil service reforms.

Conclusion 2 - The findings revealed that the absence of a robust TOC has affected the attribution of UN intervention to the changes in outcomes. The results matrix is at outcome level with weak linkage with UN's programmatic interventions. Thus, Results Framework of the UNDAF was not informed by a detailed TOC that clearly defines the intervention logic and the pathways between UN interventions and agreed outcomes.

Conclusion 3 – To ensure the realization of the UNDAF objectives and priorities, several interventions were implemented through joint programmes, JWPs and agency specific programming instruments. However, given that UNDAF indicators were designed to measure change at the outcome level, UNDAF had very little effect on outcomes due to other economic, political and environmental factors outside the control of the UNCT. Thus, the target in the UNDAF results matrix were generally too ambitious.

Conclusion 4 – There is lack of harmonization in the UN support. There is some evidence of lapses in terms of delineation of responsibilities across agencies. This has led to duplication of efforts in some instances where agencies get into activities which are core mandates of other agencies without using the joint programme approach.

Conclusion 5 - UNDAF implementation structures were adequate and timely constituted with well-defined TORs to guide their activities and operations. However, some of the coordination structures were much more effective than others in terms of membership, participation, and functionality. The evaluation revealed that participation of government officials at senior level (Permanent Secretaries and Deputy Permanent

Secretaries) and other stakeholders such as CSOs, vulnerable groups and the private sector could be further enhanced.

Conclusion 6 - The findings of the evaluation reveal that the net benefit of the UNDAF interventions may not be sustainable as most of the interventions are channeled to immediate and short-term needs of the beneficiaries and not long-term needs of the communities. Although the plan design stage was quite participatory with district level consultations, the sustainability of interventions has not been well-planned at both the design and implementation levels.

Conclusion 7 - The UNCT during the UNDAF period has delivered consistently during humanitarian crises by convening meetings together with partners and galvanizing the needed response to curb the impact of humanitarian crises. The UN has been a key partner in providing humanitarian assistance to the most vulnerable. Notable humanitarian interventions include the COVID-19 response, the cross-border refugee crises from the Casamance region, and the recent floods and windstorms in the country. However, response time and response approach could be improved to enhance delivery and resilience of target beneficiaries.

LESSONS LEARNED

- The UNDAF has been a vital instrument for convening and galvanizing needed support during times of crises.
- The joint programmes approach to delivering as one has been effect in the UNDAF implementation. Through joint programmes, the UN has been a key partner in supporting the government's transitional justice agenda
- During the UNDAF implementation, the UN has forged strong partnerships with the government as the main implementing partner, International Financial Institutions (IFIs), and Civil society organizations.
- Although the UNCT has established the various UNDAF coordination structures, the participation of senior government officials and civil society needs to be further enhanced
- Implementation of the UNDAF was affected by unforeseen risks and challenges such as COVID-19. There was no detailed risk analysis in the UNDAF
- Delays in procurement and other bureaucracy sometimes affect the delivery rate of interventions. There is the need to make procurement systems much more efficient to ensure timely delivery.
- The UNINFO has been a critical platform to facilitate the implementation of the UNDAF through Joint Planning, Monitoring and Reporting. Need to further enhance its usage among agencies
- The UN communicating and delivering as one could be enhanced. Even when implementing joint programmes, agencies tend to development communication and advocacy products in silos.

PROPOSED RECOMMENDATIONS

Recommendation 1: It is recommended that the planning cycle of the new Cooperation Framework be better aligned to the NDP planning cycle to enhance UNs continued relevance and contribution to the attainment of national priorities. Also, the government and other relevant stakeholders should actively participate in the CF formulation process to ensure ownership.

Recommendation 2: For the new Cooperation Framework, it is recommended that a robust and comprehensive TOC be developed, with clear pathways describing how interventions are linked to

outcomes and priorities, and the accompanying assumptions and risks. This will enhance the degree to which UN contribution can be attributed to changes in the desired outcomes of the new CF.

Recommendation 3: For the new CF, it is recommended that it is monitored by a holistic and robust results matrix with smart, realistic and adequate indicators. It is further recommended that respective UN agencies support special surveys to fill the data gaps as a number of indicators were without current data.

Recommendation 4: To avoid duplication of efforts and ensure coherence in UN interventions, it is recommended that the UNCT intensify joint planning, programming, and delivery. The use of joint programmes will avoid gaps and overlaps and ensure judicious use of resources.

Recommendation 5: It is recommended that UNCT together with GoTG work to strengthen representation and involvement of the stakeholders in the UNDAF Joint National/UN Steering Committee. Also, it is recommended to ensure its strategic involvement and guidance for UNDAF implementation, through regular meetings and involvement of senior level representatives from the Government, UN and CSOs in all governance structures.

Recommendation 6: To ensure sustainability of the CF interventions, participation of all stakeholders, especially the most vulnerable and stakeholders at the grassroots level should be ensured. Also, it is recommended that exit or sustainability plans are developed in consultation with the beneficiaries at the planning stage of the interventions. For projects and interventions that require technical capacities, the UN should provide the needed transfer of skills to ensure continuity after the intervention.

1 - INTRODUCTION

The United Nations (UN) Sustainable Development Cooperation Framework (UNSDCF) or Cooperation Framework (CF)[2] is the instrument for the planning and implementation of UN development activities in The Gambia in support of the implementation of the 2030 Agenda for Sustainable Development. It is a strategic, medium-term results framework that describes the collective vision and response of the UN system to national development priorities and results, based on normative programming principles.

The CF is nationally-owned, and clearly anchored to national development priorities, the 2030 Agenda and the principles of the UN Charter. It outlines the contributions of the UN development system required by national stakeholders to reach the Sustainable Development Goals (SDGs) in an integrated manner, with a commitment to leave no one behind, to human rights and to other international standards and obligations.

The CF reflects:

- Expectations of national stakeholders regarding UN development system contribution to national development;
- A shared vision and strategic priorities of the UN, within the broader landscape of partners;
- Strategic partners with whom the UN system will work in pursuit of development solutions;
- How the UN system and its partners will contribute to accelerating progress towards the 2030 Agenda; and
- Financial and non-financial commitments of the UN system and partners in the wider context of the financing required to reach the SDGs in The Gambia.

1.1 - DESCRIPTION OF THE INTERVENTION

The United Nations Development Assistance Framework (UNDAF) 2017-2021[3] was signed by the Government of The Gambia (GoTG) and the UN in October 2016, coinciding with the beginning of the UN SDGs. This presented an opportunity for both the UN Country Team (UNCT) and the GoTG to localize the implementation of the SDGs, in tandem with the National Development Plan (NDP) 2018 - 2021 and other relevant national, regional, continental, and international frameworks such as the African Development Bank (AfDB) High 5s Strategic Vision[4] (2015), the African Union Agenda 2063 and the Paris Agreement (2015).

The CF identified ten outcomes which were elaborated to respond to the country's emerging needs as enshrined in the Vision 2020 and the NDP of The Gambia. In addition, both the UNDAF and the NDP integrated vital cross-cutting issues such as youth, gender, climate change, and disaster risk management.

The ten outcomes were formulated across three Priorities: Governance, Economic Management and Human Rights; Human Capital Development; and Sustainable Agriculture, Natural Resource, Environment and Climate Change Management. The geographic context and boundaries include all the sovereign territory of The Gambia.

The UNDAF also applied the five UN programming principles of Capacity Development, Environmental Sustainability, Gender Equality, Human Rights-Based Approach, and Results-Based Management.

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[2] UNDAF is used rather than UNSDCF (CF) because recently UNDAF changed to UNSDCF and may be less confusing for non-UN readers

[3] Later extended to 31 December 2022

[4] Feed Africa; Light up Africa; Industrialise Africa; Integrate Africa; and Improve the Quality of Life for the people of Africa

The UNDAF processes are led and chaired by the UN Resident Coordinator and the Office of the President. They are jointly accountable for the strategic oversight of the UNDAF results. In line with one leadership and the principles of "*Delivering as One*", the UNCT makes decisions on programming activities as agreed with the GoTG and as enshrined in the UNDAF.

The UN recognizes that this UNDAF, which is the first in a series to implement the SDGs, will not be able to deliver results on the ambitious agenda without strong political will. UN agencies prefer to deliver UNDAF programs and projects using the "*Delivering as One*" (DaO) approach. DaO is a strategic planning and implementation approach that allows the UN system to support the development agenda of host countries in a more coherent, consistent and complementary manner. The approach enhances focus and increases the chances of achieving goals.

Interestingly, pre-2017, some non-DaO countries, such as The Gambia, were implementing more of the DaO Standard Operating Procedures than some official DaO countries. The five pillars of these procedures being: *One Leader*, *One Program*, *One Common Budgetary Framework* (CBF), *Operating as One* and *Communicating as One*.

DaO was operationalized in The Gambia by the UNDAF from 2017.

Note on Terminology

The UNDAF (2017-2021) document uses different terms for the same topic:

"*Priorities*" are also known as "*Results Groups*" and also as "*Pillars*", yet UN also uses "*pillars*" when referring to the DaO Standard Operating Procedures, as above.

The wider UN uses "*Pillars*" when describing key entities in the UN System. For instance, the United Nations Development Group has been one of three pillars in the UN System since 2008.

This Evaluation will inform the preparation and formulation of the next UNDAF which will cover the period 2023-2028 and which will be prepared in close partnership with the GoTG, international development partners, private sector, civil society organizations (CSOs), academia, media and other relevant stakeholders.

The consideration of **the intervention logic** was based on an initial analysis of secondary sources. The intervention logic was to strengthen Governance, Economic Management and Human Rights; Human Capital Development; and Sustainable Agriculture, Natural Resources, Environment and Climate Change Management within The Gambia in order to achieve the following outcomes:

- Accelerated inclusive and sustainable economic growth to reduce poverty and inequality;
- Strengthened rule of law and guarantee for the protection of all human rights, including access to justice, gender equality, access to basic services, and democratic participation in decision-making processes;
- Increased access to inclusive and equitable quality and relevant education for all, focusing on the most vulnerable;
- Increased equitable access to quality health for all, including the most vulnerable;
- Increased equitable and quality access to nutrition specific and sensitive services, including the most vulnerable;
- Increased access to integrated, inclusive and sustainable social protection services for vulnerable groups;
- Reduced gender disparities, gender-based violence and ensure effective participation in national development;
- Enhanced food security, nutrition and income generation in rural and urban areas;

- ▪ Enhanced sustainable inclusive and integrated natural resource and environment management; and
- ▪ Strengthened vulnerable communities resilient to adverse shocks.

The UNDAF was aligned with national priorities and its formulation process benefited from a joint Common Country Assessment (CCA) drawing on lessons and experiences of the Millennium Development Goals and Vision 2020, as well as the previous two UNDAFs. The CCA clearly established a direct correlation as well as inter-linkages, and in some cases, causal association between the economy and other thematic and sectoral challenges affecting The Gambia. The analysis noted that the poor economic situation of the country caused huge burdens to social sectors and hindered basic social service delivery systems. This in turn had a direct negative impact on poverty reduction strategies and the development of resilience programs by the GoTG.

Poor governance and poor respect for upholding human rights and of rule of law and the effectiveness of a justice delivery system negatively impacts access, availability and equitable handling of national resources, basic social services such as health and education, food and nutrition, the advancement of women's empowerment, and continuing poverty and vulnerability of the general population.

Despite the lack of a specific Intervention Logic model, the UNDAF contained a detailed results monitoring and evaluation (M&E) framework with indicators, baselines, and targets. This appeared to provide an adequate basis for measuring and assessing performance based on specific evidence. The UNCT has developed outputs and indicators under Joint Work Plans (JWPs) for each Results Group or Priority.

The Intervention Logic was constructed based on the above showing how change was expected to happen, all along its results chain, using outputs and outcomes, and linking outcomes to impact and taking into account the assumptions that should hold for the intervention to be successful. The evaluation questions have been based on the identified logic together with defined judgement criteria and indicators. Since this is a CF evaluation, the Intervention Logic has been extended from the SDGs to CF outcomes.

The constructed logical framework has also taken into account emerging events e.g., COVID-19, Government change, man-made and natural hazards.

It seeks to identify the resources that will be needed, the main activities that will need to be performed and the outputs which need to be delivered. Then it identifies all of the step changes (outcomes) which will need to occur in order to deliver the long-term goal. The diagram in Appendix 10.5 represents both the Theory of Change and its underlying logic (Intervention logic).

1.2 EVALUATION PURPOSE, OBJECTIVE AND SCOPE

The UNDAF evaluation is an important component of the current UN reform. The Evaluation is being undertaken to provide meaningful information for improved programming, results, and decision-making for the next program cycle and for enhancing UN coordination at country level. As the current UNDAF is coming to an end, the UNCT with support from DCO and the UNEG guidelines developed the TOR to guide this evaluation. Although an extension has been granted until 31 December 2023, this extension is outside the scope of this Evaluation.

The overall **objective of the evaluation** is to assess progress and achievements toward the UNDAF's objectives, outcomes, and outputs, as well as their contributions to the SDGs and addressing the country's development challenges. The evaluation will also provide information on accountability for resources delivered, decision-making for improved performance, and identification of lessons learned and best practices for designing a new Cooperation Framework. The UNDAF evaluation is further intended to provide accountability for the UN System's actions in The Gambia, as well as to examine the relevance, effectiveness, efficiency, sustainability, and appropriateness of its strategies in support of national development priorities and results, the SDGs, and the UN System's internal coherence in implementing its

strategies, while focusing on lessons learned and the best practices. In addition, the evaluation aims to strengthen programming by realigning priorities, strategies, and interventions. Evaluation-based evidence and recommendations can also be used for resource leveraging and partnerships.

The attainment of the SDGs will require concerted efforts and the coherence of UN interventions at the country level. As a result, the evaluation will look at the extent to which the intended and unintended outcomes were met, and its implication for the new programming cycle. In other words, the evaluation will account for what works (success stories), what does not work (challenges), and recommendations moving forward.

Specific Objectives

The specific objectives of the valuation are to:

- Describe the progress of each indicator and target for each of the ten outcomes under the UNDAF's three priority areas.

- Using the OECD/DAC evaluation criteria of relevance, effectiveness, efficiency, sustainability, and coordination, assess the progress, achievements, and contributions of UNDAF interventions in each of the three priority areas and across all ten program outcomes.

- Analyze and identify obstacles and challenges that have hampered the attainment of specific outcomes and outputs.

- Highlight key takeaways, best practices from UNDAF intervention and process implementation, as well as emerging issues and next steps to inform the next Cooperation Framework programming.

- Analyze the extent to which the five UN programming principles (human rights-based approach, gender equality, environmental sustainability, results-based management, and capacity development) are being mainstreamed across UNDAF interventions.

Scope of the evaluation

The **evaluation scope** encompasses the entire geographic regions of The Gambia where the UNDAF is implemented. The timeframe to be evaluated is from January 2017 to December 2021 and its programmatic scope covers all the ten UNDAF outcomes, including UN agencies that contribute to the three strategic priorities of the UNDAF, the Implementing Partners, the CSOs/ beneficiaries, and donors. The scope of the Evaluation is adequate to meet the stated evaluation objective (s) and is feasible given resources and time.

Gender Issues

The ToR requested that the Evaluation assess how the gender dimension was mainstreamed and addressed by the Intervention and by its partners. The Evaluation, itself, was also gender-sensitive; it contemplated cross-cutting issues including the use of gender equality- and age-disaggregated data and demonstrated how actions of the UNDAF have contributed to progress on gender equality. The Evaluation respected gender equality during dialogue and meetings.

Sustainable Development Goals and "Leave No One Behind"

The Evaluation reviewed the relevant SDGs, assessed how the UNDAF contributed to taking explicit action to end extreme poverty, curb inequalities, confront discrimination and fast-track progress. It reviewed SDGs inter-linkages and the goals of the Paris Agreement during the interviews and during analysis of the secondary information.

Rights-based Approach

The mainstreaming of environmental sustainability also needed to ensure that human rights principles and standards were respected within the design, implementation, and monitoring of the UNDAF. As the fulfillment of human rights is key to integration and enhancing development, a human rights-based approach is necessary and should have been ensured throughout the UNDAF actions.

The **primary users** of this Evaluation are all the UNDAF stakeholders which include the GoTG, UN agencies, and development partners, whilst **secondary users** such as private sector, non-governmental organizations (NGOs), and civil society should also find this useful in holding the GoTG to account. These users are identified in Table 1, and were elaborated as the Evaluation progressed.

The evaluation process is an independent external activity designed to carry out an independent assessment of the results, successes, challenges, and lessons learned throughout the cycle and incorporate them into the next planning cycle spanning and should be carried out in an inclusive manner, through meaningful engagements from relevant national partners to promote national ownership. The primary audiences for whom the evaluation is intended are the UNCT (both resident and non-resident) and key GoTG counterparts, as well as other development partners, including donors, the private sector, NGOs and civil society.

Scale and Complexity

The UNDAF document cites four components. However, during the development of the UNDAF it was agreed by UNCT that the four components would only be three. The editing team of the UNDAF document made a mistake that went unnoticed and so the Strategic Priority 4 on page 8 of the main UNDAF document should not have been there. There have been only three components since adoption of the UNDAF and its implementation.

So, there are three components (Results Groups) one for each of the three Strategic Priorities and ten outcomes:

Strategic Priority 1: Governance, Economic Management and Human Rights

Priority Support Area:

Governance is all-encompassing and includes political, human rights and access to economic assets management for the advancement of the welfare of the people of The Gambia. This Priority applies to the population of all the territory of The Gambia, either directly or indirectly. There are two main outcomes:

OUTCOME 1.1: Sustainable Economic Management

Target: Accelerate inclusive and sustainable economic growth to reduce poverty and inequality for the vulnerable groups.

OUTCOME 1.2: Governance and Human Rights

Target: Institutional reforms implemented to ensure rule of law and guarantee people their human rights, such as access to justice, gender equality, basic social services, and democratic participation in decision-making processes.

Strategic Priority 2: Human Capital Development

Priority Support Area:

Education and health care services with a special focus on raising quality and accessibility. Improved equitable access to water, sanitation, and hygiene as well as social safety nets, nutrition, child protection and HIV/AIDS care services with special focus on most vulnerable. Improve gender equality and promote youth access to reproductive health services. This Priority applies to the population of all the territory of The Gambia, either directly or indirectly.

There are five main outcomes:

OUTCOME 2.1: Education

Target: Increased access to inclusive and equitable quality and relevant education for all with special focus on the most vulnerable.

OUTCOME 2.2: Health

Target: Increased equitable access to quality health for all including the most vulnerable.

OUTCOME 2.3: Nutrition[5]

Target: Increased equitable and quality access to nutrition specific and sensitive services including the most vulnerable.

OUTCOME 2.4: Social Inclusion and Protection

Target: Access to integrated, inclusive and sustainable social protection services for vulnerable groups through a social protection framework in line with international standards increased.

OUTCOME 2.5: Youth and Gender

Target: Women and youth empowerment promoted to reduce gender disparities, gender-based violence, access to decent employment opportunities and ensure effective participation in national development.

Strategic Priority 3: Sustainable Agriculture, Natural Resources, Environment and Climate Change Management

Priority Support Area:

Integrated agricultural production and productivity as well as commercialization for inclusive growth and food security. This Priority applies to the population of all the territory of The Gambia, either directly or indirectly.

There are three main outcomes:

OUTCOME 3.1: Agriculture and Food Security

Target: Sustainable agricultural production and productivity increased for enhanced food security, nutrition, and income generation for all in rural and urban areas.

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[5] [5] In the latest Annual Report, Nutrition is 2.3 but in the ToR it is no 3.4.

OUTCOME 3.2: Natural Resources and Environment Management

Target: Sustainable, inclusive, and integrated natural resource and environment management enhanced for food security, income generation and safe environment.

OUTCOME 3.3: Disaster Risk Management

Target: Effective National Disaster Risk Management System is in place to strengthen vulnerable communities' (men and women) resilience to adverse shocks.

Total Resources

The total resources from all sources, including human resources and budget(s) (e.g., concerned agency, partner government and other donor contributions are provided in Table 1.

Donor Landscape

The programming process of the CF took into account the continual commitment of multilateral and bilateral donors to support and complement the CF objectives.

A Donor Mapping Report 2016-2017 was prepared by the Ministry of Finance and Economic Affairs to provide comprehensive information and analysis of the development assistance channeled into The Gambia by development partners, as well as by future activities of donors, at the beginning of the UNDAF.

During the period, three of the largest international financial institutions the European Investment Bank (EIB), the European Bank for Reconstruction and Development (EBRD) and The World Bank provided loans, as well as the bilateral donor, Germany. At the same time, direct bilateral assistance by European Union (EU) Member States indicated a trend of gradual decrease and its subsequent channeling through the EU.

By 2021, in addition to the World Bank, the largest development partners included the International Monetary Fund, the EU, the African Development Bank, and UN agencies. Bilateral assistance from China and Turkey was also significant. The Islamic Development Bank was also a major player, providing short-term revolving funds and other financial support together with the Arab Fund for Economic Development in Africa.

The International Fund for Agricultural Development supported the agriculture sector. In the health and nutrition sectors, the World Bank coordinated with the United Nations International Children's Emergency Fund (UNICEF[6]), the EU, the UN Population Fund, the World Food Program, and the Global Fund to Fight AIDS, Tuberculosis and Malaria.

In the education sector, the World Bank collaborated closely with the Global Partnership for Education and UNICEF. In the energy sector, the World Bank was working together with European Commission, and EIB, and was also a leading partner on social protection, together with UNICEF, the UNDP, and the EU.

CF and Stakeholder Mapping

The mapping of the CF outcomes with the participating agencies and resource allocations is summarized in Table 1. In essence, this has also provided a stakeholder map which has been further developed in Appendix 10.8.

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[6] Now officially the United Nations Children's Fund

Table 1: CF Outcomes, Contributing Agencies and Resource Allocations

PRIORITY	OUTCOMES	CONTRIBUTING AGENCIES	KEY STAKEHOLDERS	RESOURCES (USD 000)
Governance, Economic Management and Human Rights	Accelerate inclusive and sustainable economic growth to reduce poverty and inequality	IOM, UNCTAD, UNDP, UNESCO	Ministry of Finance & Economic Affairs, Office of the President, World Bank, AfDB, IMF	14,135
	Institutional reforms implemented to ensure the rule of law and guarantee the protection of all human rights, including access to justice, gender equality, access to basic services, and democratic participation in decision-making processes.	IOM, OHCHR, UNDP, UNICEF	Ministry of Justice Ministry of Interior	11,641
Human Capital Development	Increased access to inclusive and equitable quality and relevant education for all, focusing on the most vulnerable.	ITC, UNESCO, UNICEF, UNFPA, WFP	Ministry of Basic and Secondary Education	15,340
	Increase equitable access to quality health for all, including the most vulnerable.	IOM, UNFPA, UNICEF, WFP, WHO	Ministry of Health	15,217
	Increase equitable and quality access to nutrition specific and sensitive services, including the most vulnerable	FAO, UNICEF, WFP	National Nutrition Agency, Ministry of Agriculture	5, 084
	Access to integrated, inclusive and sustainable social protection services for vulnerable groups increased.	UNESCO, UNICEF, UNHCR, WFP	Office of the Vice President, ActionAid International	12,671
	Women and Youth Empowerment promoted to reduce gender disparities, gender-based violence and ensure effective participation in national development	ILO, UNFPA, UNICEF	Ministry of Gender, Children and Social Welfare, Ministry of Youth and Sport	10,428
Sustainable Agriculture, Natural Resource, Environment and Climate Change Management	Sustainable Agricultural Production and Productivity increased for enhanced food security, nutrition and income generation in rural and urban areas.	FAO, ITC, WFP, WHO, UNCTAD	Ministry of Agriculture Ministry of Fisheries and Water Resources	17,184
	Sustainable inclusive and integrated natural resource and environment management enhanced for food security and income generation	FAO, UNESCO	Ministry of Environment, Climate Change and Natural Resources, Ministry of Agriculture National Environment Agency	6,093
	Effective national DRM system is in place to strengthen vulnerable communities resilient to adverse shocks	FAO, IOM, UNDP, UNESCO, UNIDO, WFP, WHO	National Disaster Management Agency	46,338

Some key highlights for each Priority are indicated below.

Strategic Priority 1: Governance, Economic Management and Human Rights

OUTCOME 1.1: Sustainable Economic Management

Target: Accelerate inclusive and sustainable economic growth to reduce poverty and inequality for the vulnerable groups.

Example Highlights for 2020 include:

- Several tranches of funding allocated to address the health and socio-economic impact of the pandemic;
- Government capacity strengthened in mainstreaming the SDGs in the NDP, included support for the first national Voluntary National Review; and
- National Statistics Offices supported to roll out a management information system and to conduct five surveys and studies (e.g., poverty survey, SDG baseline, and tourism sector).

OUTCOME 1.2: Governance and Human Rights

Example Highlights for 2020 include:

- Supported the GoTG to improve governance and the rights of people through building an inclusive and effective Rule of Law and Human Right Framework;
- Supported the GoTG in COVID-19 mitigation measures such as decongesting of the prisons as well as alternative measures to keep the courts operational; and
- In line with SDG16, the UNS, through Security Sector Reform, continues to support national justice actors with capacity building to the police, magistrates, CSOs, etc.

Strategic Priority 2: Human Capital Development

OUTCOME 2.1: Education

Example Highlights for 2020 include:

- Joint support provided to the education sector to achieve the development of the Sector COVID-19 Response Strategy;
- As part of safe school reopening other UN Agencies, through the UNCT, provided sanitary supplies, disinfestation of school premises prior to reopening, COVID-19 sensitization, resumption of school feeding, infrared thermometers, and masks to prevent school children from infection; and
- More children with disabilities are provided with assisted learning devices such as braille machines and training itinerant teachers.

OUTCOME 2.2: Health

Example Highlights for 2020 include:

- Strengthened national capacity to deliver quality EmONC services, 10 Midwives and 2 medical doctors were trained on BeMONC Signal functions.

- Serekunda Health Centre and Bundung Maternal and Child Health Hospitals were strengthened to provide Emergency Maternal New-born and Child Health Services
- Essau District Hospital was refurbished and strengthened to provide comprehensive emergency obstetric care services through joint UN Support
- 25 Health Workers were trained on COVID-19 prevention.
- 15 Health facilities including outreach stations supported with handwashing stations for
- COVID-19 prevention, Face Masks and sanitisers were provided to health facilities and communities to prevent COVID-19.
- Supported the first ever COVID-19 community surveillance intervention using community volunteers from National Youth Council and Gambia Red Cross Society in URR & CRR
- Procure 15 motor-cycles to support COVID-19 surveillance

OUTCOME 2.3: Nutrition[7]

Example Highlights for 2020 include:

- Earlier successful campaigns to address malnutrition risk having gains lost so partnered with the GoTG to run rigorous nutritional and food security programs in the past twelve months;
- To address the immediate food security challenges faced by vulnerable families, 8083 pregnant women were provided with food supplies; and
- Food transfers provided to vulnerable families that were directly affected by the virus and put in quarantine by the GoTG.

OUTCOME 2.4: Social Inclusion and Protection

Example Highlights for 2020 include:

- Supported establishment of the National Social Protection Secretariat (NSPS) which is mandated with the overall coordination of the country's social protection and welfare design and response;
- Developed and implemented a Child Protection COVID-19 Response Plan with the Ministry of Gender, Children and Social Welfare; and
- To ensure that no one is left behind especially children, the coverage of the Child Protection Case Management System was extended to more regions of the country to reinforce the consolidation, analysis and reporting of child rights violations.

OUTCOME 2.5: Youth and Gender

Example Highlights for 2020 include:

- Conducted a Gender Impact Assessment of COVID-19 pandemic to guide interventions aimed at mitigating the impact of the pandemic on women;
- Supported development of a database management system for Network against Gender-Based Violence to ensure accurate input and documentation of Sexual and Gender-Based Violence cases; and
- Through support of UN Peacebuilding Fund, national platforms were established to enable youth and women to participate in national discourse such as National Youth Parliament, National Working Group on Women, etc.

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[7]In the latest Annual Report, Nutrition is 2.3 but in the ToR it is no 3.4.

Strategic Priority 3: Sustainable Agriculture, Natural Resources, Environment and Climate Change Management

OUTCOME 3.1: Agriculture and Food Security

Example Highlights for 2020 include:

- Collaborated with the GoTG in procurement and distribution of 283.554 metric tons of varieties of seeds;
- Conducted extensive capacity building programs for farmers and agricultural stakeholders on good agricultural practices; and
- Supported the establishment of 26 Community Gardens.

OUTCOME 3.2: Natural Resources and Environment Management

Example Highlights for 2020 include:

- Partnered with the GoTG to provide alternative energy sources and cooking equipment to poor families in the rural Gambia who use wood and charcoal for cooking;
- Provided 15 communities involved in tree cutting with an alternative means of livelihoods through the provision of 520 beehives to engage in beekeeping; and
- Conducted GAP assessment of legal instruments affecting land and natural resources management.

OUTCOME 3.3: Disaster Risk Management

Example Highlights for 2020 include:

- Procured four weather stations in the rural Gambia to assist in data collection and monitoring weather changes such as rains to assist in disaster risk reduction, preparation and emergency response;
- Conducted a micro-insurance feasibility study i.e., weather-based insurance, to provide small-scale livelihood insurance services to vulnerable families against natural hazards; and
- Supported the development of a National Early Warning Strategy primarily to guide the development of disaster management and to align strategic direction for disaster risk reduction.

Evaluation of the UNDAF is an important part of the results-based management cycle and is also a mandatory part of the current partnership framework, in line with United Nations Evaluation Group (UNEG) norms and ethical standards and guidelines. It focused not only on the development results achieved, but also on identifying internal gaps and overlaps. The UN understands that evaluation improves accountability for results and provides learning about what works, what does not work, and why. The Evaluation aims to assess whether the UNCT has prioritized the support and contribution to the country's development in accordance with its national priorities.

It will also assess whether UNCT has contributed to changes beyond the intended scope of the project to assist The Gambia progress towards achieving the SDGs. It will provide recommendations on the overall strategic positioning of the UN development system in The Gambia, its accountability and priorities and, considerations for future support.

As required by the ToR, the Evaluation will adopt standard Organization for Economic Co-operation and Development-Development Assistance Committee (OECD-DAC) evaluation criteria namely: Relevance, Effectiveness, Efficiency, and Sustainability as well as UN Development Coordination's criteria of Management and Coordination, Humanitarian Coverage and Connectedness, as applicable. These criteria will provide the normative framework to determine the merit of the UNDAF intervention upon which evaluative judgements have been made. The Evaluation will consider the questions aligned to the evaluation criteria as well as the previously stated objectives as relevant:

Relevance: To what extent are the outcomes in UNDAF, outputs and interventions identified in the Joint Work Plan (JWP), and agencies' specific Country Program Documents (CPDs) consistent with the NDP, Program for Accelerated Growth and Employment (PAGE) II, Vision 2020 document, SDGs, Africa Agenda 2063, and other international declarations such as the 2015 Paris Climate Conference (CoP 21) among others? To what extent has the UNDAF been flexible to accommodate the emerging issues (e.g., COVID-19)?

Effectiveness: How effective have the resources and strategies implemented contributed to UNDAF's expected results so far? How effective has the UNDAF been in achieving the expected results outlined in the results framework? To what extent have the UNDAF intervention contributed to gender equality and women empowerment? To what extent have the UNDAF interventions benefited targeted institutions, differential groups including the most vulnerable, people with disability, the disadvantaged, and marginalized population?

Efficiency: To what extent have results of the UNDAF been achieved in the most cost-effective way possible? To what extent were UNDAF resources adequately managed to collectively prioritize activities based on the needs (demand side) rather than on the availability of resources (supply side), and reallocated resources according to the collective priorities and changing needs?

Sustainability: To what extent will the net benefits of the UNDAF interventions continue or are likely to continue? To what extent are the results achieved and the strategies used by the UN System sustainable? What are socio-economic, institutional capacities and environmental systems that need to sustain the net benefits of the interventions over time?

Management and Coordination: To what extent were responsibilities properly delineated and implemented in a complementary manner? Have coordination functions ensured coherence, harmonization, and synergy among UN agencies? Has UNDAF improved joint programming among agencies? Are the strategies employed by the agencies complementary and synergistic?

Humanitarian Coverage and Connectedness: To what extent have the UNDAF interventions delivered humanitarian assistance to address the humanitarian crisis in the country particularly in terms of geographic and beneficiaries' coverage? How have the UNDAF interventions applied the resilience approach linking prevention, preparedness, response, and early recovery with national capacity building to address the humanitarian crisis?

The selected **areas of enquiry/outcome focus** covered Governance, Economic Management and Human Rights, Human Capital Development, and Sustainable Agriculture, Natural Resource, Environment and Climate Change Management. The geographical coverage was the territory of The Gambia during 2017–2021 and the evaluation took place between November 20021 and June 2022.

UNDAF (2017-2021) has been the strategic partnership framework between UNCT and GoTG for five years. Aligned with the Vision 2020 document, the NDP, PAGE II (partially) as well as the SDGs, Africa Agenda 2063, and other international declarations such as the 2015 Paris Climate conference (CoP 21), it defines

the priority areas of intervention, identified together with the GoTG to support the national development initiatives of the Government. The target stakeholders, with an emphasis on resilience building, are government institutions which provide basic services, as well as communities emerging from crisis.

The six core programming principles (accountability, Leave No One Behind, LNOB, gender equality, resilience and sustainability) were addressed as follows:

Accountability

The **Final Report will be the main accountability tool** for measuring the collective contribution of the UNCT in The Gambia. It will focus on issues at the strategic level and the overall contribution of the United Nations System at the outcome level, as well as the contribution to national priorities and the SDGs. Moreover, it will provide valuable information for improved programming, results, and decision-making for the next program cycle and for enhancing UN coordination at country level.

Leave No One Behind is a UN Nations Universal Value and was a central, transformative promise of the 2030 Agenda for Sustainable Development and its SDGs. It represents the unequivocal commitment of all UN Member States to eradicate poverty in all its forms, end discrimination and exclusion, and reduce the inequalities and vulnerabilities that leave people behind and undermine the potential of individuals and of humanity as a whole.

The LNOB indices[8] assess and monitor the extent to which national systems, institutions and practices across 159 countries are set up and are ready to meet commitments enshrined in the 2030 Agenda for Sustainable Development. The Gambia has been assessed for the LNOB Outcome Index on each of four chosen indicators, assigning scores based on the extent to which it had achieved threshold levels of under-5 mortality rate, undernourishment rate, proportion of the poorest 40% who have an account in a formal financial institution, and the proportion of population with access to electricity. The Gambia Overall LNOB Readiness Index for 2020 was deemed "*partially ready*" and the Overall LNOB Outcome Index 2020 was deemed "*partial progress*".

In practice, this means there has been no improvement since 2019[9].

Human Rights-Based Approach

The human rights-based approach is a conceptual framework for the process of human development that is normatively based on international human rights standards and operationally directed to promoting and protecting human rights. It seeks to analyse inequalities which lie at the heart of development problems and redress discriminatory practices and unjust distributions of power that impede development progress and often result in groups of people being left behind.

Based on the approach, the Evaluation considered if the plans, policies and processes of UNDAF were anchored in a system of rights and corresponding obligations such as all civil, cultural, economic, political and social rights, and the right to development. The approach requires human rights principles (universality, indivisibility, equality and non-discrimination, participation, accountability) to have guided UN development cooperation, with a focus on developing the capacities of both 'duty-bearers' to meet their obligations, and 'rights-holders' to claim their rights.

This is evaluated further in Section 5.

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[8] Chattopadhyay, S. and Salomon, H. (2021) www.odi.org/en/publications/leave-no-one-behind-indices-2020

[9] Chattopadhyay, S. and Manea, S. (2020) https://cdn.odi.org/media/documents/12920.pdf

Gender Equality

New UNSDCF Guidelines were released to UNCTs in June 2019 retaining LNOB, human rights and gender equality as key guiding principles that were required to be applied by UNCTs across all phases of their UNSDCFs.

A UNCT is expected to develop a CBF for each outcome level result of its UNSDCF. The Framework is a critical tool for effective planning and budgeting, transparency and reporting. It outlines (a) the total budget required, (b) the resources available, and (c) the funding gap to achieve the UNSDCF Strategic Priorities and outcomes. The Framework is operationalized through annual frameworks as part of the JWPs.

UN INFO[10] is an online planning, monitoring and reporting platform that digitizes the UNSDCF and JWPs at the country level. It is to be used by UNCTs as the standardized digital monitoring modality. UN INFO includes a Gender Equality Marker (GEM) related to UN JWPs. The UNCT GEM uses a four-point coding scale concerning Gender Equality and Women's Empowerment (GEWE):

- GEM 0 The Key Activity is not expected to contribute to GEWE
- GEM 1 The Key Activity contributes to GEWE in a limited way
- GEM 2 GEWE is a significant objective of the Key Activity's overall intent
- GEM 3 GEWE is the principal objective of the Key Activity

The Gambia started using UN INFO in 2021 which indicated GEM 2 for the UNDAF. It should be noted that while the intention, namely, a significant objective is indicated (GEM 2), it reveals very little about the extent of actual delivery (implementation).

Prior to 2021, UNCT used the standard Gender Scorecard which indicated that for UNDAF 20 per cent of indicators scored "*Missing Minimum Requirements*" meaning they showed very limited progress in gender mainstreaming practices and 47 per cent of the indicators scored "*Approached Minimum Requirements*" meaning those indicators had limited progress on gender mainstreaming practices. There was some progress on gender mainstreaming, as 20 per cent of the indicators scored "*Meets Minimum Requirements*" and 13 per cent of the indicators showed reasonable progress, as they scored "*Exceeds Minimum Requirements.*"

Overall, the findings indicate that the UNCT was making progress on gender mainstreaming and empowerment of women, as the majority of the indicators (80 per cent) at least approach the minimum requirements. Consequently, the UNCT still needs to make a considerable effort to mainstream gender equality practices across the system.

This is evaluated further in Section 5.

Resilience

Resilience is the ability of individuals, households, communities, cities, institutions, systems and societies to prevent, resist, absorb, adapt, respond and recover positively, efficiently and effectively when faced with a wide range of risks, while maintaining an acceptable level of functioning without compromising long-term prospects for sustainable development, peace and security, human rights and well-being for all (*UN Common Guidance on Helping Build Resilient Societies*, 2020[11]). This guidance offers to UNCTs a shared conceptual clarity on what resilience-building is and how to integrate a resilience lens through a suite of practical steps in their core analysis and programming processes such as the CCA.

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[10] https://unsdg.un.org/sites/default/files/2019-09/UNCT%20GEM%20UN%20INFO%20final%20draft%20June%202019.pdf

[11] https://unsdg.un.org/sites/default/files/2021-09/UN-Resilience-Guidance-Final-Sept.pdf

Regardless of whether UNCTs are working at local, sub-national, national, regional or global level, building resilience requires four elements for sustainable development, peace and security, human rights and the well-being of all:

- Understanding of the context and the multiple and interconnected dimensions of risk. Risks that can disrupt social, economic and environmental systems at local, subnational, national or regional levels, must be understood and analysed within specific political, socio-economic, and environmental contexts;
- Recognition of how systems are interconnected. Resilience-building requires a systems approach based on the understanding that many adverse events are occurring across global, regional, national, subnational and local scales, with cascading effects among interconnected social, governance, economic, ecological and physical systems;
- Inclusion of multiple stakeholders in a gender-responsive manner. Involving all relevant stakeholders guarantees that a broad range of perspectives on risk informs the process and ensures that the needs, including those of the most vulnerable, are addressed; and
- Presence of capacities for resilience. Systems, institutions and people are considered 'resilient' when they have absorptive, adaptive, anticipative, preventive and transformative capacities and resources to cope with, withstand and bounce back from shocks.

On the above basis, and with reference to The Gambia UNDAF Priority 3 there is substantial recognition of the need for activities relevant to resilience, though this does seem to be confined to DRR (*UNCT Results Report United Nations, The Gambia*, 2021)[12], rather than across a wider context.

Sustainability

There are strong inter-linkages between sustainability and resilience, peace and security. Environmental degradation can contribute to the outbreak of violence and the loss of livelihoods. Mass movement of people, resulting from forced displacement can overwhelm national social systems and labor markets, and destabilize the economy and political situation. Illegal logging, poaching and the associated illegal trade as well as corruption, are symptomatic of failures in natural resources governance and enforcement. Connecting risk analysis and resilience-building efforts across geopolitical, natural, social and economic issues can prepare for, mitigate or prevent negative impacts leading to more sustainable impacts of programming and investments.

The six integrated elements of sustainability (*UNDAF Guidance, 2017*)[13] relate to: 1) Reflection of interconnections among the social, economic and environmental dimensions of sustainable development and sustainability and risk management, and strengthening national capacities; 2) Applying social and environmental standards; 3) Supporting integration of environmental issues and social protection in national policies; 4) Ensuring links with emergency, crisis and humanitarian systems; 5) Addressing sustainability, resilience and interconnections among issues related to development, the environment, human rights, conflict and vulnerability; and 6) ensuring consistency between UNDAF outcomes and objectives in national development policies, budgets and plans.

This is evaluated further in Section 9.

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[12] https://gambia.un.org/sites/default/files/2022-02/Annual%20Results%20Report%202020.pdf

[13] https://unsdg.un.org/sites/default/files/UNDG-UNDAF-Companion-Pieces-1-Programming-Principles.pdf

Evaluation Report

The Evaluation Report follows the recommended outline for such a report[14] supplemented by relevant guidance provided in the *UNEG Quality Checklist for Evaluation*[15].

- Title and opening page
- Table of Contents
- List of Abbreviations and Acronyms
- Executive Summary
- Introduction
- Description of the Intervention
- Evaluation Scope and Objectives
- Evaluation Approach and Methods
- Data Analysis
- Findings and Conclusions
- Recommendations
- Lessons learnt
- Appendices

Various sub-headings have been added to aid clarity and readability.

The Appendices capture the following information:

- Organizations Engaged and Sites Visited
- Literature and Documents Consulted
- Data Analysis by NVivo
- Evaluation Design Matrix
- Theory of Change Analysis
- CF Results Framework
- Brief Overview of Findings by Evaluation Criteria and Questions
- Partial Re-Construction of the Results Measurement Framework
- UNDAF Results Measurement Framework
- Highlights, Future Formulation, What did not work so well
- Stakeholder Mapping
- E-Survey Data
- Evaluation Team
- Terms of Reference

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[14] Guidelines for Evaluation of the United Nations Sustainable Development Cooperation Framework, 2021 Appendix 4
[15] UNEG Quality Checklist for Evaluation Reports, 2010

2 - COUNTRY CONTEXT

2.1 - A Brief OVERVIEW OF PRESENT-DAY COUNTRY CONTEXT

Geographic Context and Boundaries

The Gambia is one of the smallest countries in West Africa with a total area of 11,300 sq. km (4388 sq. miles). It is bordered to the north, south and east by Senegal and has an 80km coast on the Atlantic Ocean to the west . The country has a sub-tropical climate with two distinct seasons: dry and rainy seasons. The dry season usually starts mid-October and ends around mid-June every year with an average temperature of 32°C. The rainy season usually starts around mid- June and ends around mid-October with August being the wettest month of the year, temperatures can reach up to 41°C.

The key long-term development challenges facing The Gambia are related to its undiversified economy, weak governance framework, and small internal market, limited access to resources, and inadequate skills necessary to build effective institutions, high population growth rate, and inadequate private sector job creation. The total population of The Gambia was estimated at 1,857,181 inhabitants with average annual growth rate of 3.1, which is one of the fastest population growth rates in Sub-Saharan Africa according to the results of the 2013 Population and Housing Census. The major issues affecting the environment are land degradation, coastal erosion, loss of forest cover, biodiversity loss, ineffective waste, and pesticides management. Deforestation through illegal logging and bushfires, sand mining, illegal settlements and other uncontrolled activities .

Political Development and Governance

The Gambia is governed by a presidential system, with elections held every five years. The first president was ousted from power in 1994 in a military coup, ushering in 22 years of autocratic rule. The Gambia experienced the worst social, political, and economic governance during this period, leading to a total breakdown in public administration, the diversion and misappropriation of state funds, the unsystematic expansion of both the civil and security services, and the increasing politicization of national security structures. The period also resulted in weakened institutions, low and volatile growth, a lack of economic diversification, low foreign direct investment inflows, non-performing state-owned enterprises (SOEs), limited access to justice, poor public administration, procurement challenges, etc.

In 2017, The Gambia transitioned to democratic rule, ending a 22-year authoritarian regime. The transition to democratic rule has been peaceful; however, the country remains politically polarized, with emerging social tensions and the economic legacies of the previous government that are difficult to overcome. Nonetheless, the transition brought renewed hope of escaping the poverty trap, which was characterized by historically low economic growth and high youth unemployment.

In an attempt to address the factors highlighted above, the current government has made significant strides toward improving the political climate by reinstating democracy, respect for human rights, and the rule of law. This is evident not only by increased freedom of expression[16], but also by increased diversity of political party representation[17] at both the national and local levels. Furthermore, through the National Development Plan (NDP)[18] and transitional justice programs19 (CRC, TRRC, NHRC, etc.)[20] the government

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[16] https://info.undp.org/docs/pdc/Documents/GMB/170518_IRF%20The%20Gambia%20Transitional%20Justice%20project_ProDoc.pd

[17] https://iec.gm/political-parties/registered-parties/

[18] The government is formulating a Green Recovery-Focused NDP to replace the current NDP

[19] https://www.ictj.org/where-we-work/gambia

[20] Constitutional Review Commission; Truth, Reconciliation and Reparation Commission, and National Human Rights Commission.

has committed to implementing a comprehensive national development agenda, which has improved public sentiment toward a more just society.

The government has also adopted a reform agenda that includes a number of initiatives to improve governance, access to equitable justice, and strengthen the security sector (for example, through the adoption of a National Security Sector Strategy and the Security Sector Reform Strategy 2020–2024). These deliberate moves, including the restoration of relations with strategic development partners within the international community, have led to a relatively stable political environment and consequently restored confidence among development partners and private investors.

Institutional reform has also been at the forefront of the government's reform agenda, with significant progress already made in governance through SOE reforms, such as the special audit of all SOEs and the signing of performance contracts with NAWEC—the energy utility; public finance management reforms, such as a new PFM strategy for 2020-2025, the roll-out of the Treasury Single Account (TSA), and an upgrade of the Integrated Financial Management System (IFMIS); the civil service payroll audit, and a planned civil service reform that will rationalize the entire civil service and reinstate/establish systems that will facilitate more efficient and effective public service delivery with a view to rebuilding the social contract between the state and citizens.

Economic and Social Dimensions

Prior to the pandemic, the Gambia's economy grew steadily, thanks to a rebound in business confidence, investment, low interest rates, increased remittances, the availability of foreign currency to support trade, and growing tourism. In the two years preceding the COVID-19 pandemic, real GDP growth exceeded 6%. GDP growth has been steadily increasing, rising from 1.9 percent in 2016 to 6.2 percent in 2019. The emergence of the COVID-19 pandemic, however, disrupted this trajectory, resulting in a revision of the projected 6.5 percent growth rate in 2020 to -0.2 percent.

Agriculture is a major contributor to The Gambia's economy, accounting for approximately 23.7 percent of GDP[21] on average from 2013 to 2020 and providing economic activity for 31.5 percent of the population and 57.3 percent of the rural population22. Between 2013 and 2019, the industrial sector contributed an average of 18.0 percent of GDP[23]. The largest contributor to GDP, the services sector, accounted for 58.2 percent of GDP between 2013 and 2019, with trade, transportation, and communications being its most important components[24].

The Gambia's fragile policy, business, and governance environments continue to rank poorly in the World Bank's 2020 Doing Business Index (155 out of 190)[25] and the 2021 Corruption Perceptions Index (102 out of 180)[26]. Although still low, foreign direct investment (FDI) has increased from USD 5.4 million net inflows in 2017 to USD 32.2 million in 2019[27]. Inflows of personal remittances continue to outpace FDI, accounting for more than eight times the level of FDI.

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[21] National Accounts GBoS.

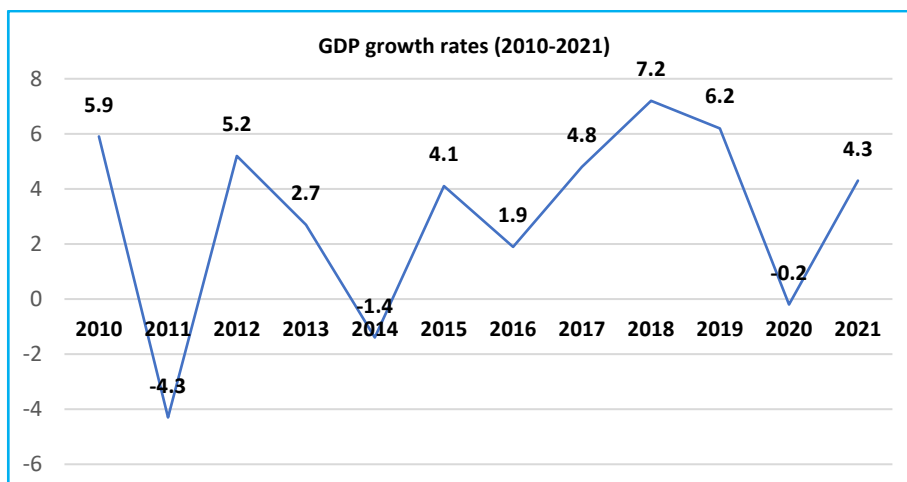[22] 22 MICS6, 2018

[23] 23 National Accounts, GBoS.

[24] ibid

[25] https://archive.doingbusiness.org/content/dam/doingBusiness/country/g/gambia/GMB.pdf

[26] https://info.undp.org/docs/pdc/Documents/GMB/170518_IRF%20The%20Gambia%20Transitional%20Justice%20project_ProDoc.pd

[27] World Bank, World Development Indicators

Figure 1: GDP growth rate in The Gambia

GDP growth rates (2010-2021)

Values by year: 2010: 5.9; 2011: -4.3; 2012: 5.2; 2013: 2.7; 2014: -1.4; 2015: 4.1; 2016: 1.9; 2017: 4.8; 2018: 7.2; 2019: 6.2; 2020: -0.2; 2021: 4.3

Source: National Accounts [Gambia Bureau of Statistics]

Over the past decades, the primary focus of the country's development efforts has been the fight against poverty. The implementation of several development plans, including the current National Development Plan (NDP) 2018-2021[28], demonstrates this. Efforts to combat poverty in The Gambia, on the other hand, have been ineffective, with poverty levels remaining unchanged between 2010 and 2015. According to the 2015-16 Integrated Household Survey, nearly half of the population (48.6% of households) continues to live below the national poverty line. Although poverty levels have remained largely unchanged from 48.1% in 2010, the poverty gap between rural and urban Gambia has widened. The proportion of urban households living in poverty was 31.6 percent in 2015-16, compared to 69.5 percent rural poverty recorded for the same period. About 60% of Gambia's poor live in the country's rural areas, which only make up 42.2% of the total population. This points to rising rural poverty and a widening poverty gap between Gambia's rural and urban areas. So, in The Gambia, poverty is increasingly becoming a common rural phenomenon. Figure 2 below illustrates poverty by place of residence.

Figure 2: Poverty by place of residence

Poverty Profile in The Gambia

☐ 2015-16   ☐ 2010

Place	2015-16	2010
National	48.6	48.1
Rural	69.5	64.2
Uuban	31.6	33.4
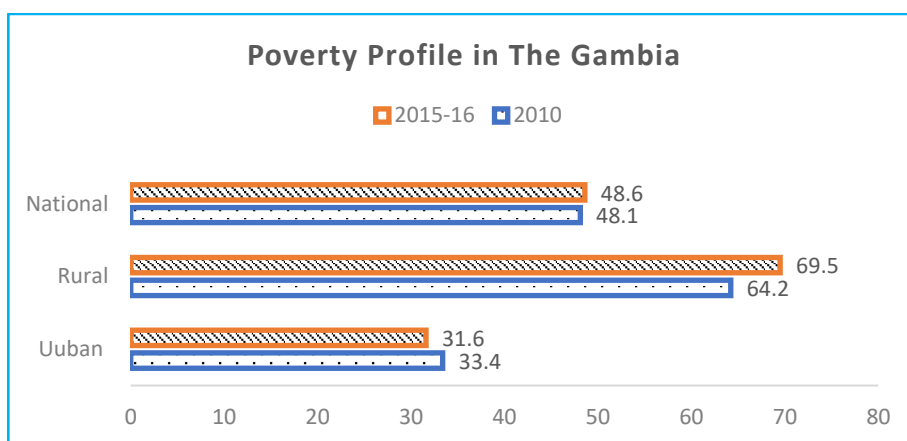
Source: IHS 2010 & IHS 2015-16

The high poverty rate in The Gambia may be attributed to the lack of sustained or persistent economic growth that can translate into poverty reduction. The economy grew at a rate of 6.2 per cent in 2019, 7.2

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[28] The NDP is now being extended to 2022. The government is formulating a new NDP to drive the country's recovery efforts

per cent in 2018 from 4.8 per cent in 2017 and 1.9 per cent in 2016. Furthermore, there are no robust social safety net to help the poor find a path towards economic and societal inclusion and productivity.

On access to basic education, significant progress has been registered in enrolment rates. With investments in school feeding programs and building more schools, there has been a steady increase in both Gross Enrollment Rates (GER) and Net Enrolment Rates (NER) at various levels, including the Early Childhood Development Program (ECD). GER for ECD increased from 45.3% to 55.5%[29] between 2015 and 2020. The rise is due to the government's concerted effort to promote ECD education, particularly in public schools. Between 2010 and 2020, GER at the primary level increased significantly, from 88.3% to 120.7%[30].

On health and wellbeing, The Gambia has made some strides in improving access to health care throughout the country. This is evident in the increase in the proportion of births attended by skilled health personnel, which increased from 57.2% in 2013 to 83.8% in 2019-20[31]. However, between 2013 and 2018, the prevalence of under-five and neonatal mortality increased, with the poorest LGAs bearing the brunt of the burden. With a rapidly growing population (3.1%), most parts of the country still lack access to improved drinking water and sanitation facilities. The proportion of households with access to improved water sources was 85.5% in 2010[32], 89.8% in 2013[33,] and 90.4% in 2018[34.] Access to safe[35] drinking water, on the other hand, remains a significant challenge, particularly in rural Gambia, where the poor constitute the majority. In terms of access to improved sanitation facilities, the proportion of households using improved sanitation facilities was 76.3% in 2010[36], 39.8% in 2013, and 47.1% in 2018[37].

For several indicators on basic needs and services, it can be observed that the level of deprivation is higher in rural Gambia compared to urban Gambia. The advent of the COVID-19 pandemic has undoubtedly exacerbated the poverty situation in the country. Prior to the pandemic, poverty was estimated to have marginally declined from 48.6 percent in 2015–16 to 45.8 percent[38] in 2019, largely due to the growth registered in this period. However, recent poverty figures have shown that the level of poverty in the country has increased from 48.6 percent in 2015–16 to 53.4 percent[39] in 2020. It is expected that households that were just above the poverty line might fall back into poverty due to the hardships posed by the pandemic and the non-existence of a comprehensive social safety net programmer.

Trans-border and Regional Dynamics

The border between the two former British and French colonies (The Gambia and Senegal) remains one of the starkest examples of colonial geographical bartering, and it continues to serve a dual function as a bridge and a barrier in the social, political and economic relations of the two countries. The two states are constantly pulled between impulses of cooperation and de-escalation, and a competitive intimacy that disregards kinship ties and re-activates tensions. In particular, these inter-State dynamics play out across

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[29] MoBSE Statistical Yearbook 2020

[30] ibid
[31] Gambia Demographic and Health Survey 2019-20
[32] Multiple Indicator Cluster Survey, 2010
[33] Demographic and Health Survey, 2013
[34] Multiple Indicator Cluster Survey, 2018
[35] Safely managed drinking water" includes improved on-premises drinking water services that are free of E-Coli
[36] MICS 4, 2010
[37] MICS 6, 2018
[38] The Gambia Poverty and Gender Assessment 2022
[39] ibid

the border itself, where indigenous ideas of relatedness are reflected in the inter-marriages, cross-border transport and trade sectors, and also in the religious networks that straddle the two countries.

Voluntary National Review

The Gambia, like many other countries, has demonstrated its commitment to the implementation of Agenda 2030 by mainstreaming the SDGs into the National Development Plan (NDP) 2018 – 2021; providing an opportunity to align and address its development priorities with SDG targets and indicators. The GoTG continues to engage the private sector, civil society, and development partners in the implementation of the Agenda 2030. While there is a need to increase awareness around the SDGs, the participation of stakeholders during the Voluntary National Review (2020) has increased ownership of the Agenda 2030. The GoTG has aligned the institutional arrangements for the SDGs and the NDP to enhance effective and efficient coordination among stakeholders. A Coordinating Committee was established and transformed into a technical SDG coordination mechanism. The Gambia has presented its second VNR in July 2022.

Developmental, Humanitarian, and Peace Challenges

The level of poverty is high in the country with the most vulnerable sections of the population, such as women, girls, children, youth, the elderly, persons with disability being the most affected. Climate change has seriously impacted the population generally (and the vulnerable in particular) and is characterized by intensive environmental challenges leading to land degradation and low food production. Climate change is posing an increased threat to food security. Droughts, flooding, windstorms, and prolonged dry spells have become more common in recent years, resulting in significant crop failures, affecting rural livelihood opportunities, and undermining efforts to achieve zero hunger and poverty reduction, particularly in rural areas. Crop yields have been declining in recent years due to erratic and short rainfall periods.

The COVID-19 pandemic exacerbated the development challenges and vulnerabilities. The pandemic had an impact on the implementation of the National Development Plan (2018-2022) and by extension the SDGs. Containment measures, such as travel restrictions to control disease spread, slowed most economic activities, particularly in tourism and transportation. The quantum of resources required to respond to the outbreak (by redirecting resources from their original programed areas and increasing investment in the health sector) presented the government with fiscal challenges. The pandemic has also led to loss of contact and teaching hours which has resulted in disruptions of learning among school going children. In addition to the wider economic ramifications, Micro, Small and Medium Enterprises (MSMEs) have experienced reduced economic activity, which has resulted in the loss of jobs, income and livelihoods. The Gambia's recovery from COVID is hampered by the global economic downturn resulting from the war in Ukraine which has resulted to spikes in the prices of essential commodities such as grain, fuel and fertilizer.

Despite efforts in improving education and vocational education and training, employment opportunities remain extremely limited, making it difficult to reap the benefits of improved human capital development. However, it is important to note that existing curricula are out of date and do not reflect current trends and needs in The Gambia or the broader global context. This endangers the aspirations for economic and social development in the medium to long-term. Furthermore, given The Gambia's young population, the lack of adequate decent employment opportunities for the youth may diminish the importance of education, leading to unmet expectations, which may contribute to irregular migration.

Inadequate capacity and human resource at ministerial level inhibits much-needed reforms. In addition, there is a significant turnover among Government staff. This endangers suitability of interventions (such as UNDAF) and resources that have already been invested in capacity building during recent years. Institutions

that should guide and manage development initiatives thus remain weak. There is still some legacy issues of a previous political system which hinders socio-economic dialogue and policy-making among stakeholders. Consequently, there is over-reliance on donors for development in The Gambia.

The ongoing conflict in the Southern Senegalese region of Casamance has affected the Gambia in a number of ways, particularly in border communities in Foni, West Coast Region. In addition to internal displacements, the recessionist conflict has resulted in an influx of refugees across the border. As of May 2022, the clashes have led to the displacement of over 3,800 Senegalese, internal displacements of over 6,200 and an additional 8,500 affected persons in the host communities[40]. As such, education of children as well as livelihoods and economic activities (farming and vegetable gardening) of communities in Southern Gambia is affected. As a result of the crisis, the Ministry of Basic and Secondary Education (MoBSE) reported 5,780 children (2,848 boys and 2,932 girls) were affected by two weeks of school closure. While no multilateral peacekeeping missions have ever been deployed to observe or contain the Casamance conflict, a subregional force, the ECOWAS Mission in The Gambia (ECOMIG), was deployed in 2017 to assist in stabilizing the country and securing its democratic transition. The force is still in place, with Senegal contributing the most troops, and its mandate has been repeatedly extended despite the mission's controversy and growing unpopularity among Gambians[41]. The illicit timber trade is believed to have played a key role in sustaining the conflict.

Another development challenge is the entrenched irregular migration, often to Europe, despite efforts by government and partners to minimize this trend. In particular, IOM tries to ensure the orderly and humane management of migration to promote international cooperation on migration issues, to assist in the search for practical solutions to migration problems and to provide humanitarian assistance to migrants in need, including refugees and internally-displaced persons.

In addition to migration, high intensity of floods, windstorms and drought poses threats which may exacerbate prevailing humanitarian crises. Windstorms and flooding have been recurring in The Gambia in recent years. As of August 2022, flash floods affected about 40,501 persons including 8,436 children under 59 months and 2609 pregnant and lactating mothers[42]. The absence of good early warning systems have made it much more difficult to cater for such hazards.

According to the Central Bank of The Gambia, the remittance inflow to The Gambia through formal channels in 2021 was estimated at USD 776.67 million. This is a significant source of income for many Gambians. Social safety nets for most of the vulnerable population do not exist. Even though the Government is currently providing some cash transfers, most of the vulnerable population are yet to access these as social safety nets.

Unforeseen situations such as COVID-19 (health) and war in Ukraine are difficult to address swiftly given the limited technical and financial resources of the Government. The war in Ukraine has led to a rapid increase in global commodity and energy which has a direct passthrough to the domestic economy. According to the national food security survey 2022, about 27 percent of households in the Gambia are food insecure (moderately and severe), with one out of every four households having inadequate food consumption/ not meeting food needs. There is growing evidence of food insecurity in The Gambia, from 8 percent in 2016 to 14 percent in 2021, and 27 percent in 2022. With a high intensity in rural areas (30

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[40] https://rodakar.iom.int/news/iom-gambia-red-cross-society-distribute-non-food-items-communities-affected-casamance-conflict

[41] https://www.tandfonline.com/doi/epdf/10.1080/08865655.2022.2031253?needAccess=true&role=button

[42] NDMA 2022

percent of households) compared to urban areas (8 percent of households), there should be deliberate efforts by government and partners to increase productive capacity of the country.

There still resides an underlying and significant political tension between rival political parties. De-escalating such tension requires time, goodwill, and trust to be developed to enhance an open, free and fair political dialogue. This could still take several years, assuming a relatively smooth series of transitions of power during the coming decades.

For those youth who do not choose migration, there remains high youth unemployment and the escalation of prices of basic food commodities in the country and this is likely to lead to continuing frustration. Growing radicalization of youth or the population in general towards demanding their rights, and rising crime rates similar to that in other neighbouring counties and with the current lack of commitment and capacity to address these issues, could trigger protests by CSOs and the youth population, which could in turn lead to violence in the country if not properly addressed.

UNDAF Status since last Evaluation

The UN Development Coordination Office is the Secretariat of the UNSDG and provides technical and advisory support to the UN development system. It was confirmed that mid-term reviews (MTRs) were no longer mandatory[43]. This is because MTRs were said to increase transaction costs and come at the expense of the UNDAF evaluations that were expected to happen the following year. Moreover, even where MTRs recommended adjustments, the relatively short period left in the program cycle made it difficult to implement in practice.

The UN Guidance maintains that, instead, UN country teams should place stronger emphasis on existing processes and institutional structures, such as (i) the Annual Review; (ii) a strong UNDAF Evaluation and periodically updated continual CCA, Joint-National UN Steering Committee, and other national UN Technical Working groups where appropriate. All this, together with Results Groups "continuous monitoring" [*sic*], will enable Results Groups to update, and adjust the joint work plans for the following year. The previous UNDAF Final Evaluation (UNDAF 2012-2016) was never reviewed and most of the necessary actions never taken.

This approach was supposed to be aligned with an emphasis on adaptive programming. In the absence of any documented evidence that there has been adaptive programming, the more formal evaluations either has not been taken into account (Final Evaluation) or were not being done (MTR).

The UNCT in The Gambia relies on a final evaluation instead (this Evaluation). So, the benchmark from which country-level status changes since the last evaluation could be determined would be the previous Final Evaluation[44].

A good proxy for this is to assess the level of completion of recommendations made by the previous evaluation (Table 2). The Final Evaluation Action Plan (UNDAF 2012-2016) was not considered at the next Steering Committee meeting as there were no steering committee meetings for two years, with the first

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[43] UNDAF Guidance, 2017

[44] The Gambia, UNDAF 2012-2016, Final Evaluation Report

one for UNDAF (2017-2021) being in 2018. That committee in 2018 was silent on any Final Evaluation outcomes of the previous UNDAF.

The Annual Reviews should hold insights into how the previous Final Evaluation findings and, most importantly, how the recommendations were taken into account. The Annual Reviews for 2018, 2019 and 2020 were assessed.

The Action Plan of the Evaluation of the previous UNDAF (2012-2016) was never referred to in the Annual Reviews, and there was only a partial record via Steering Committee minutes, again without any recognition of the recommendations made by the Final Evaluation of the previous UNDAF.

The next step would be to look at Results Groups meeting minutes. Apparently, minutes could not be traced due to "*inadequate handover*". This is also unconvincing. There is not going to be a handover of minutes, they should all be lodged on a server for anyone with appropriate clearance to access. There appears to be a lack of institutional memory. The Results Groups are led by agencies, and so it would be anticipated that the chairs of the Results Groups committees would have their own minutes. Current chairs said they were not present or they were new to the post.

Although the UNDAF (2017-2021) documentation was completed in time for implementation at the beginning of 2017, the change in government at that time meant that implementation could not start immediately. The Joint Work Plans (JWPs) were not signed necessitating individual agencies, many of whom require signed work plans (as a rule) to begin implementation and entering into agreements with their partners. As a result, the UNDAF annual work plan was generated by summing up these individual agency work plans aligning each output and activity as much as possible, to the draft UNDAF output as outlined in the draft JWPs.

Implementation of the UNDAF also started late as there was uncertainty with respect to what to do and the fact that January and February were written off due to office closures, evacuation of non-essential staff etc. Consequently, there was a gap of three years (2015-2018) between steering committee minutes, and there was no meeting in 2017 at the beginning of UNDAF.

While some agencies extended activities from their previous country programs, others managed to begin implementation of their plans as captured in the new UNDAF. The change of government created some challenges for UNDAF implementation especially with the shifting of priorities, emerging issues and the unblocking of previously taboo areas of intervention for the UN. Some of the emerging issues required immediate intervention and as a result projects were formulated to begin addressing the challenges.

In addition, the late and uncertain start also meant that the quarterly reviews that should have been conducted were not held, owing partly to incomplete constitution of the UNDAF Implementation Structure.

Table 2 has been annotated in the "Status" column and shows that action taken as a result of the previous UNDAF Final Evaluation was remarkably poor. None of the current RCO staff was present during the time of the previous evaluation so was unable to provide any information on the recommended actions, and none of the previous staff was able to provide any insight either.

Points to note:
- "Responsible Parties" were too vague for ownership.
- Minutes of UNDAF steering committee have been archived at RCO yet did not take note that a final evaluation had been done;
- The One UN website did not become available until 2020, some four years after the Evaluation recommendation; and
- The majority of the other recommendations were not addressed or taken up.

Table 2: Status of Recommendations from Previous Evaluation

PRIORITIES	RECOMMENDATION	PARTIES RESPONSIBLE	STATUS
UNDAF Calendar and Knowledge Management	Develop a joint UN/GoTG calendar for UNDAF meetings, joint monitoring and other UNDAF activities which clearly indicate the parties responsible for the organization and follow up of each event, as well as the expected participants; and Ensure that the minutes and any other documents resulting from these activities are archived with the RCO, to strengthen UNDAF knowledge management	RCO, OP/SG	Meetings have been taking place at minimum once a year as stipulated in the UNDAF. Minutes of UNDAF steering committee have been archived at RCO
Resource Mobilization	Develop a joint resource mobilization strategy in collaboration with the GoTG through the MoFEA, including other forms of development financing beyond traditional aid such as non-traditional funders and corporate community investments	UNCT, MoFEA-Aid Coordination Unit, UNCG, consultant	Recommendation not taken However, UN supported the development of NDP resource mobilization
UNCG: **one un** website; Working Smarter	Launch the planned **one un** website as soon as possible; and Include an intranet option on which updates on and communication about the UNDAF, including minutes of meetings, can be uploaded and shared	UNCG, RCO	One UN website available – done in 2020
RCO	Develop a TOR for the RCO to ensure all the functions expected of this office, including UNDAF knowledge management, are referenced; and that the responsibilities for those functions are shared by the RCO staff	UNCT, PCG, RC, RCO	There is not a ToR for RCO though respective positions have ToRs that clearly defines staff functions DCO is developing corporate RCO ToRs.

DURING 2017	RECOMMENDATION	PARTIES RESPONSIBLE	STATUS
Gender Strategy	Develop a UNCT-wide gender strategy to articulate a strategic approach to the integration of the Gender Programming Principle into all of the UNDAF thematic areas	UNCT, Gender Working Group, consultant	Recommendation not taken UNFPA is leading, with RCO coordinating. The RCO has a gender specialist who is part-funded by the French government to ensure this action takes place.

DURING 2017	RECOMMENDATION	PARTIES RESPONSIBLE	STATUS
Programming Principles: Gender	To improve the integration of gender as a Programming Principle, designate a roving Gender WG expert to move between other WGs to ensure inclusion of gender in programming and M&E	M&E WG, Gender WG, DRM WG	Recommendation not taken UNFPA is leading, with RCO coordinating. The RCO has a gender specialist who is part-funded by the French government to ensure this action takes place.
UNCG – Communications Strategy	Develop a strategic communications strategy which sensitizes GoTG on UNDAF and its VA at all levels, in order to increase national ownership	UNCG, RCO	Recommendation not taken The UNCG is revising the communications strategy under the leadership of the UNICEF RR.
UNCG – **one un** website support	Engage full-time support to manage and update the one un website once it has been launched, and explore the cost-effective option to engage a fully-funded professional UNV or a corporate volunteer with communications experience	UNCT, UNCG, RCO	Recommendation not taken DCO hosts one UN website at the corporate level, so there is no extra cost for the UNCT.
Programming Principles	Through the RDT, explore simple M&E tools already developed in other Cos for assessment of gender and other programming principles	RCO M&E, Regional UNDOCO	Recommendation not taken This is currently ongoing. The development of tools had to wait as a new M&E tool (UNINFO) was being introduced
OMT/M&E	Designate an OMT representative to attend the M&E WG meetings	OMT, M&E WG	Recommendation not taken
National Ownership of the UNDAF	Conduct induction sessions on the UNDAF and relevant UN system processes and procedures on a six-monthly basis for national partners from grassroots level up to and including policy makers In the 2017-2021 UNDAF, ensure that there is clear and close alignment of Government and UNDAF priorities, and	UN M&E WG; Gender WG; DRM Working Group	Recommendation not taken The UNDAF Steering committee meets regularly. All UN heads of agencies, together with senior government officials, participated in the CCA stakeholder consultations. Recently, UN agencies also teamed up with government officials on the CF consultations.

DURING 2017	RECOMMENDATION	PARTIES RESPONSIBLE	STATUS
	Articulate and explain this alignment and its value-added for both the UN and the GoTG on a continuous basis through a "One Voice" strategy (see also above recommendation on "UNCG Communications Strategy")		Additionally, RCO has paid for RCO and agency staff to attend CF training in preparation for the next CF. Similarly, the UN-The Gambia sent the most prominent team to the UNISStechnical retreat, which helped build an understanding of the UNDAF by all UN agencies.
RBM	Integrate awareness raising of RBM and the other programming principles into the inductions which are to be offered on the UNDAF to national partners	UN M&E WG; Gender WG; DRM Working Group	Recommendation not taken

DCO corporate is working on this as part of the enhancement of the UNINFO. |
| RCO | Strengthen the capacity of the RCO to work smarter: solicit guidance from RDT and UNDOCO on systems and processes that would reduce staff time and enable | RCO | Recommendation not taken

The last UNDAF evaluation was when the RCO was part of UNDP. The RCO is now a separate entity with staff funded by DCO and supported by a regional centre. |

2017 ONWARDS	RECOMMENDATION	PARTIES RESPONSIBLE	STATUS
DaO Team Building	Hold annual retreats for entire UN staff	UNCT, RCO	Recommendation not taken There was no retreat in the past years due to COVID-19
UNDAF Team Building	Hold joint annual retreats including all UN staff together with all GoTG staff supporting UNDAF activities	UNCT, RCO, OP/SG	The coordinating groups have been having their own retreats. UNCT (Heads of Agencies) invites a few senior government official to their retreat

DURING 2017 – 2018	RECOMMENDATION	PARTIES RESPONSIBLE	STATUS
UNDAF Capacity Building Assessment	Conduct an UNDAF-wide assessment of institutional and individual capacity building support to the GoTG during the 2012-2016 UNDAF to ascertain the outcomes of these efforts, in order to better inform such activities in the 2017-2021 UNDAF. Based on those results, develop an UNDAF-wide strategy for institutional capacity building and human capital development, including identification of gaps, in order to increase possibilities for sustainability of UNDAF capacity building outcomes, and to reduce duplication of other DPs' initiatives	PCG, consultant	Recommendation not taken The UN Gambia covid-19 response plan did this and has guided the UNCT.
Harmonize GoTG partners' allowances	Using the DPG as a platform, harmonize UN allowances for national stakeholders with other DPs.	RC, OP/SG, DPG, OMT	Recommendation not taken This is an issue that OMT is dealing with, and the details are available.
Mobile money payment of GoTG partner allowances	Explore mobile money/fund transfer by phone to pay national partners' allowances	OMT	Recommendation not taken While this may not be the practice by all agencies, it is not true that the recommendation was not taken as some

			agencies use mobile money payments and those that do not are currently working on how to have a harmonized approach through the BOS

2.2 - OVERVIEW OF CF STATUS

CF Evolution

During the UNDAF 2012 – 2016, rights-based poverty reduction and social protection strategies and systems were established to enable vulnerable groups, in particular the poor, women and youth to overcome poverty, increase their productive capacities and generate sustainable livelihoods while protecting the environment. UNDAF 2017-2021 evolved to link the national development priorities with the view to eradicating poverty and contributing to the achievement of the SDGs.

Common priority areas were identified to leverage support to poverty eradication, human capital development, and sustainable natural resources and environmental management, with good governance as an underpinning value.

These objectives were in line with the National Development Plan (2018-2021) and the Vision 2020 Although mentioned in the ToR, PAGE II was not finalized due to change in government in early 2017. The National Development Plan (2018-2021) succeeded PAGE I.

This Evaluation comes at the end of the nominal 2017 – 2021 implementation period and so the latest available information is provided by the UN Results Report for The Gambia (March 2021) which reports the last full year ~ 2020.

The Evaluation has also explored the above Outcome Areas for data and, where appropriate, disaggregated data for gender, ethnicity, age, disability as appropriate (Section 5) and used reference indicators and benchmarks (Appendix 10.8).

2.3 - KEY STAKEHOLDERS AND PARTNERS

The programming process of the CF took into account the continual commitment of multilateral and bilateral donors to support and complement the CF objectives. A Donor Mapping Report 2016-2017 was prepared by the Ministry of Finance and Economic Affairs to provide comprehensive information and analysis of the current development assistance channeled into The Gambia by development partners, as well as by future activities of donors. During the period, three of the largest international financial institutions the EIB, the EBRD and The World Bank provided support both in the form loans and grants.. At the same time, direct bilateral assistance by EU Member States indicated a trend of gradual decrease and its subsequent channeling through the EU.

By 2021, in addition to the World Bank, the largest development partners included the International Monetary Fund, the EU, the African Development Bank, and UN agencies. Bilateral assistance from China and Turkey was also significant. The Islamic Development Bank was also a major player, providing short-term revolving funds and other financial support together with the Arab Fund for Economic Development in Africa.

Figure 3: Key partners by selected sectors

KEY PARTNERS BY SELECTED SECTORS

	Sector	Key Partners
1	AGRICULTURE	International Fund for Agricultural Development, Food and Agriculture Organization
2	HEALTH & NUTRITION	World Bank, United nations Children's Fund, United nations Population Fund, European Union, World Food Programme, Global Fund
3	EDUCATION	World Bank, Global Partnership for Education, United nations Children's Fund, World Food Programme
4	ENERGY	World Bank, European Commission, European Investment Bank, United Nations Development Programme
5	SOCIAL PROTECTION	World Bank, United Nations Development Programme, United Nations Children's Fund, European Union

The status of the mapping of the CF outcomes with the participating agencies and resource allocations is summarized in Table 1. The UNDAF has ten outcomes modeled around the three priority areas. For effective implementation and monitoring, the UN in conjunction with the GoTG constituted a Results Group for each of the priority areas (Fig.1).

In essence, this has also provided a partial stakeholder map which has been further developed in Appendix 10.9, based on a stakeholder being any individual, group, or institution who has an interest in, or knowledge of, UNDAF 2017 – 2021.

Figure 4: The UNDAF Framework
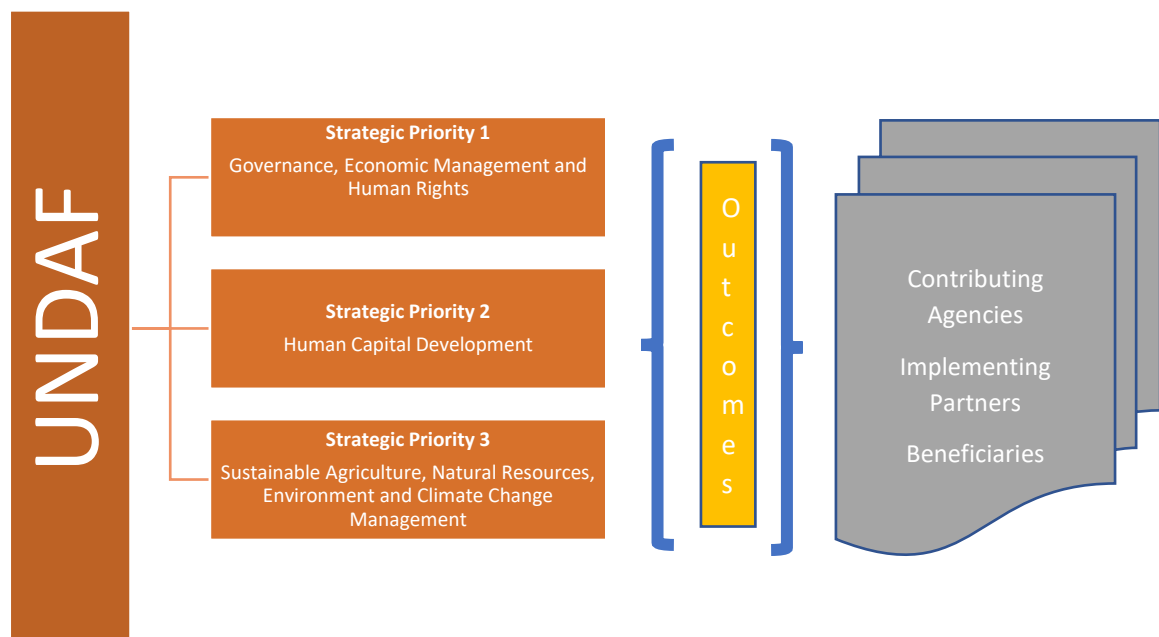
3 - METHODOLOGY

Stakeholder Mapping and Engagement Modes

The Evaluation has employed a participatory and inclusive approach by ensuring the engagement of all relevant stakeholders, whilst also aiming to promote national ownership through the active and meaningful engagement of government counterparts. Stakeholders have been engaged at all stages of the evaluation using various data collection techniques discussed below.

Through a carefully balanced combination of desk research and interviews with key informants at different levels of analysis, the evaluation used a mixed-method approach to enable the collection of qualitative and quantitative information. The evaluation used desk review to analyses secondary information that was received. During the field phase of the data collection, focused group discussion was used to obtain primary data to complement the finding of the desk review. The Evaluation employed a mixed-method approach to ensure the credibility and accuracy of data through triangulation.

The stakeholder consultation process was based around the following data collection methods:

- **Document review** - Appendix 10.2 provides a list of documents reviewed for the evaluation. The documents are from a wide range of sources, including the UN, government and UNDAF related reports.
- **Stakeholder interviews** – To ensure representativeness, interviews were conducted for UN, governments and Civil Society Organizations. A total of 19 interviews were conducted for UN agencies across the three Strategic Priorities of the UNDAF. The agencies chairing the three Results Groups were interviewed together with other key agencies in each RG. In addition, 9 interviews were conducted across key Government Ministries and Implementing Partners, Including 2 Councils[45]. A total of 27 interviews were conducted for CSOs and various media houses (both electronic and print media).
- **Focus group discussions** – Focused group discussions were conducted to solicit the views of various stakeholders on the UNDAF implementation, coordination and results. Stakeholders that participated in FGDs include CSOs and NGOs, the media and farmers and farmer-based associations. Other vulnerable groups such are the victim center also too part in the FGDs. In terms of geographical coverage, the FGDs were mainly conducted in the Greater Banjul Area.
- Stakeholder e-Surveys -

The above mix of data sources was used to obtain a diversity of perspectives, ensure data accuracy and overcome data limitations. The methodology for stakeholder interviews was based on programmatic representativeness of interviewees from UN agencies, contributing agencies, IPs and beneficiary stakeholders.

A non-probability sampling technique was employed by ensuring representation across various programme levels and stakeholders. At programmatic level, the three UNDAF priority areas and the accompanying outcomes were effectively sampled in the evaluation to ensure that the programmatic components are adequately catered for. The three UNDAF priority areas were selected to ensure the full coverage of the UNDAF and its results chain in the evaluation. The sampling equally covered all UN agencies that signed the UNDAF document. UN agencies by virtue of their lead role and contribution to the UNDAF implementation actively participated in the evaluation. To ensure active role in the UNDAF implementation, UN agencies have developed their CPDs to cover the UNDAF period and JWPs are developed annually to

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[45] *The Banjul City Council and the Kanifing Municipal Council*

map out the support to be provided to Implementing Partners (IPs). In addition, selected government MDAs or implementing partners and donors were also identified and consulted during the evaluation. Also, to ensure representativeness, CSOs from various works of life were also consulted to solicit their views on the respective evaluation criteria. The CSO selected in the sample were chosen through the CSO umbrella body – The Association of Non-Governmental Organizations (TANGO) to ensure their geographic distribution.

To ensure independence of the evaluation outcome, a well-structured governance system was constituted in line with DCO guidelines. First, the UNCT selected an evaluation manager who spearheaded the entire evaluation process from its inception. In addition, a joint national-UN Evaluation Steering Committee (ESC) was constituted by the UNCT. The steering committee which is composed of nine members was chaired by the Permanent Secretary, Office of the President and draws membership from both the UN and government. The ESC provided substantive technical inputs into the evaluation, including comments on the deliverables and the scoring of the UNEG evaluation quality checklist.

Importance of quality control The quality control mechanism is a central part of the entire project cycle. Not only is there a focus on the quality control of the outputs towards the end of the project but also on the cycle of quality management. It is applied from the early phases of the preparation of any project. Even after the project is completed, lessons are drawn from each assignment to capitalise on the experience to be used for all the subsequent assignments. This provides for a learning organization aiming at continual improvement and application of new approaches.

Quality assured by technically competent experts Experienced experts are the most important component of every successful project. The evaluation team is composed of experts who conducted numerous similar assignments, have proven experience with UN and UNDP Evaluations, and track record of working in Gambia, in the fields related to the three pillars of UNDAF.

Total Quality Management Mechanism To guarantee high quality results, reliance is placed on a multi-layered quality management mechanism. The quality control starts with the setting up of the evaluation team and the preparation of the project methodology. Even though specialized experts are deployed, several layers of quality control expertise are used to secure top quality of deliverables and reports, also from a point of view of presentation and readability that will require only minimum additional work in terms of commenting and revision of the outputs.

The Team Leader verifies every deliverable which is forwarded to an in-house Project Director for quality verification. Only approved deliverables are submitted to the client.

The evaluation process ensured confidentiality and anonymity of informants and was guided by professional standards and ethical and moral principles in the observation of the 'do no harm' principle. In doing this, the Evaluation respected dignity and diversity, and protected stakeholders rights and interests. Confidentiality and anonymity of informants was assured. The purpose of the evaluation and how information would be used was explained.

The Evaluation was conducted with the highest standards of integrity and respect for the beliefs, manners and customs of the social and cultural environment; for human rights and gender equality; and for the 'do no harm' principle for humanitarian assistance.

The evaluators respected the rights of institutions and individuals to provide information in confidence, to ensure that sensitive data were protected and that no evidential material could be traced back to its source. No evidence of wrongdoing was uncovered.

3.1 - EVALUATION PRINCIPLES

To ensure the accuracy and validity of evaluation findings, the Evaluation verified that:

- Key findings were indicated and verified by multiple sources – cross-checking data;
- Key informants were able to speak openly as their answers will be anonymized and findings could not be attributed to any specific source; and
- Focus is on institutional roles rather than individual roles.

3.2 - TIMING AND LOGISTICS

This Evaluation was executed as partially home-based, with a team in-country. Most of the activities and meetings were conducted face-to-face with some being remote meetings, i.e., mostly by audio- or videoconferencing (mobiles, Teams, WebEx and/or Zoom). The Evaluation was fully aware of the current limitations in availability of digital communication and meeting options and, based on advice from the informants, chose digital platforms that were available and suitable to each situation. The Evaluation was flexible and accommodated temporary unavailability of key stakeholders.

3.3 - CONSULTATION STRATEGY

The Evaluation performed the remote interviews jointly wherever possible with the option to split if deemed necessary. The Evaluation recorded the answer of each informant in the form of interview notes to facilitate the comparative assessment, whilst recognizing limitations of the sample. The names of the informants were anonymized to ensure the openness of the discussion. Each evaluator concentrated on the analysis of the topics of their specialization. The Team Leader ensured the coherent and consistent integration of all contributions. Rationale for selection, mechanics of selection, numbers selected out of potential subjects reflected the ten outcomes, the participating partners and the UN/GoTG Results Groups for which a consolidated list has been provided. Although all persons were contacted and invited to contribute, the precise number is in practice, are typically self-determined.

Table 1 provides a working list of contributing agencies and key stakeholders.

3.4 - DATA COLLECTION, REVIEW, TRIANGULATION AND ANALYSIS

The approach to collecting information was 1): Documents provided by UN entities; 2): via face-to-face meetings; and 3) via remote discussions, whether with individuals or groups to support evidence. Participatory techniques were employed whenever possible by organizing in-depth interviews with all the key actors at all levels, subject to prevailing COVID-19 conditions. Data and information sampling and collection were primarily focused on documents that facilitated correct understanding of the UNDAF aims and means, its rationale and planning processes, options and choices made for implementation procedures, and subsequently its outcomes. This led to the identification of both limitations met by the UNDAF and opportunities that were taken.

Data quality control and triangulation of findings were used as far as possible to ensure the reliability of findings. This approach ensured capture of issues on gender equality and empowerment of women, human rights, disability inclusion and environmental sustainability.

The Evaluation tracked data sources throughout the process, in order to ensure traceability of information and demonstrate validity of the data collected. The data were carefully curated and detailed records of interviews, focus groups, surveys, etc. were kept. Triangulation between findings and conclusions, between quantitative and qualitative findings and between various sources of information, including primary and secondary was essential. If a finding remained inconclusive, the Evaluation made an effort to retrieve additional information; if this was impossible, the reporting has noted any consequent constraints.

The bulk of the UNDAF documents were provided by the UNCT. Some GoTG beneficiary partners did offer to send documentation, but none was forthcoming.

Data Analysis

Throughout the evaluation, a combination of comparative and qualitative analysis was used, allowing for the triangulation of data from multiple sources, including secondary and primary data sources.

An evaluation of the state of the outcome indicators served as the basis for tracking progress toward the intended targets. An important assumption made by the evaluators was to assess the level of progress of each outcome based on the proportion of achievement of the outcome indicators. An outcome will be categorized as ACHIEVED if at least 60% of the outcome indicators are either achieved or partially achieved the five-year target. An outcome will be classified as NOT ACHIEVED if less than 60% of its indicators are not achieved. A colour-coded rating was used to indicate the evaluators' assessment of the indicators. It is important to state that the **60% threshold** set to assess the achievement of the indicators is only arbitrary, taking into account the COVID-19 pandemic and other challenges that affected programme implementation.

3.5 - EVALUATION QUESTIONS

The ToR required the Evaluation to adopt some of the standard OECD/DAC evaluation criteria namely: Relevance, Effectiveness, Efficiency, and Sustainability as well as two UN Development Coordination criteria of Management and Coordination as well as Humanitarian Coverage and Connectedness, as applicable.

These criteria provided the nominal framework to determine the merits of the intervention upon which evaluative judgements will be made (see Table 4).

Table 3: OECD-DAC and UN Evaluation Criteria

EQs	UNDERSTANDING OF THE EQs/ ASPECTS TO BE ANALYSED
Relevance	
OECD-DAC	the "*extent to which the intervention objectives and design respond to beneficiaries', global, country, and partner/institution needs, policies, and priorities, and continue to do so if circumstances change.*"
EQ1	1.1 To what extent are the outcomes in UNDAF, outputs and interventions identified in the Joint Work Plan (JWP), and agencies' specific Country Program Documents (CPDs) consistent with the NDP, Vision 2020 document, SDGs, Africa Agenda 2063, and other international declarations such as the 2015 Paris Climate Conference (CoP 21) among others? 1.2 To what extent has the UNDAF been flexible to accommodate the emerging issues (e.g., COVID-19)?
Effectiveness	
OECD-DAC	the "extent to which the intervention achieved, or is expected to achieve, its objectives, and its results, including any differential results across groups."
EQ2	2.1 How effective have the resources and strategies implemented contributed to UNDAF's expected results so far? 2.2 How effective has the UNDAF been in achieving the expected results outlined in the results framework? 2.3 To what extent have the UNDAF intervention contributed to gender equality and women empowerment and benefited targeted institutions, differential groups including the most vulnerable, people with disability, the disadvantaged, and marginalized population?
Efficiency	

EQs	UNDERSTANDING OF THE EQs/ ASPECTS TO BE ANALYSED
OECD-DAC	the "extent to which the intervention delivers, or is likely to deliver, results in an economic and timely way."
EQ3	3.1 To what extent have results of the UNDAF been achieved in the most cost-effective way possible? 3.2 To what extent where UNDAF resources adequately managed to collectively prioritize activities based on the needs (demand side) rather than on the availability of resources (supply side), and reallocated resources according to the collective priorities and changing needs?
Sustainability	
OECD-DAC	the "extent to which the net benefits of the intervention continue or are likely to continue."
EQ 4	4.1 To what extent will the net benefits of the UNDAF interventions continue or are likely to continue? 4.2 To what extent are the results achieved and the strategies used by the UN System sustainable? 4.3 What are socio-economic, institutional capacities and environmental systems that need to sustain the net benefits of the interventions over time?
Management and Coordination	
EQ5	5.1 To what extent were responsibilities properly delineated and implemented in a complementary manner? 5.2 Have coordination functions ensured coherence, harmonization, and synergy among UN agencies? 5.3 Has UNDAF improved joint programming among agencies and are the strategies employed by the agencies complementary and synergistic?
Humanitarian Coverage and Connectedness	
EQ6	6.1 To what extent have the UNDAF interventions delivered humanitarian assistance to address the humanitarian crisis in the country particularly in terms of geographic and beneficiaries' coverage? 6.2 How have UNDAF interventions applied resilience approach linking prevention, preparedness, response, and early recovery with national capacity building to address the humanitarian crisis?

Appendix 10.4 indicates the Justification Criteria and Indicators for each Evaluation Question and provided a template for focusing on the key evaluation sub-questions, method/tool, data sources and means of verification/triangulation. The Table demonstrates the evaluation criteria against which the subject to be evaluated will be assessed, including, for example, relevance, efficiency, effectiveness, transformational change and sustainability, as referred to in the ToR.

The set of evaluation questions are directly related to 45esourth the objectives of the Evaluation and the criteria against which UNDAF will be assessed. These evaluation questions are sufficiently comprehensive to provide the required answers whilst being concise enough to provide users with a clear, readable overview. There is a further elaboration of this overview in Appendix 10.4.

In addition, an Electronic Survey, a Key Informant Interview Guide and a Focus Group Discussion Guide, prepared during Inception, were used as guidance during the interviews and focus groups.

The adopted methodological approach and design was easily able to accommodate information from other available evaluations e.g., project evaluations, agency-specific evaluations, CF mid-term review, etc., if available. The matrix of evaluation questions (Appendix 10.4) provides logical and explicit linkages between the evaluation questions, data sources, data collection methods and analysis methods. Recorded data explicitly and clearly state any limitations. **Finally, the Evaluation explicitly followed UNEG norms and standards for evaluations, as well as ethical guidelines.**

4 - KEY FINDINGS

The evaluation questions EQ 1 – EQ 6 comprised some 17 sub-questions which do not only attempt to explore 'what' happened but also 'why' aspects happened as they did. There is a ***key finding statement*** for each sub-question. Reasons for accomplishments and sub-optimal response, especially continuing constraints, were identified where appropriate.

For each Evaluation Criterion there is a summary covering *Highlights, Future Formulation Notes and What did not work so well* in Appendix 10.9 for each Results Group.

Findings respond systematically to the evaluation criteria and questions and are based on evidence derived from data collection (documents, interviews and focus group discussions) and their analysis (Section 3). Where there are gaps or limitations in the data and/or unanticipated findings, these are clearly marked and discussed.

The **Specific Findings** relate to the individual evaluation criteria:

RELEVANCE

EQ1

1.1 To what extent are the outcomes in UNDAF, outputs and interventions identified in the Joint Work Plan (JWP), and agencies' specific Country Program Documents (CPDs) consistent with the NDP, SDGs, Africa Agenda 2063, and other international declarations such as the 2015 Paris Climate Conference (CoP 21) among others?

The UNDAF outcomes were found to have generally been identified in the JWPs and CPDs and to be consistent with the NDP, SDGs, and the Paris Agreement.

The UNDAF (2017-2023[46]) was developed prior to the formulation of the NDP (2018-2022[47]). The change in government was the main reason for the time misalignment of the two planning frameworks. The NDP 2018-2022 was preceded by the formulation of the Programme for Accelerated Growth and Employment (PAGE II) in 2016, which was to be the successor plan to PAGE (2012-2015). However, the election of a new government in December 2016 rendered PAGE II obsolete for the prevailing context, necessitating the development of a new development strategy to meet the transition's needs. In the context of the transition to democratic rule, a key goal[48] of the new development framework was to restore good governance, rebuild and restore public trust in key institutions, uphold human rights, and strengthen access to justice.

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[46] The UNDAF was earlier planned to end in 2021 but was extended to ensure alignment with the new NDP
[47] The NDP was extended by one year
[48] "deliver good governance and accountability, social cohesion, and national reconciliation and a revitalized and transformed economy for the wellbeing of all Gambians"

Table 4: Alignment of UNDAF with the NDP priorities and the SDG goals

UNDAF Priority Areas	UNDAF Outcomes	NDP Priorities	Corresponding SDGs
Strategic Result 1: Governance, Economic Management and Human Rights	Outcome 1.1: Sustainable Economic Management Outcome 1.2: Governance and Human Rights	1. Restoring good governance, respect for human rights, the rule of law and empowering citizens through decentralization and local governance 2. Stabilizing our economy, stimulating growth, and transforming the economy 3. Building our infrastructure and restoring energy services to power our economy 4. Promoting an inclusive and culture-centred tourism for sustainable growth 5. Making the private sector and trade the engine of growth, transformation and job creation 6. Making The Gambia a Digital Nation and creating a modern information society; 7. A public sector that is efficient and responsive to the citizenry 8. A civil society that is engaged and is a valued partner in national Development 9. Strengthening evidence-based policy, planning and decision-making	16 – Peace, Justice and Strong Institutions 8 - Decent Work and Economic Growth 7 – Affordable and Clean Energy 9 – Industry, Innovation and Infrastructure 5-Gender Equality 1- no Poverty;
Strategic Result 2: Human Capital Development	Outcome 2.1: Education Outcome 2.2: Health Outcome 2.3: Nutrition Outcome 2.4: Social Inclusion and protection Outcome 2.5: Youth and Gender	1. Investing in our people through improved education and health services, and building a caring society 2. Reaping the demographic dividend through an empowered youth 3. Enhancing the role of the Gambian Diaspora in national development 4. Empowering the Gambian Woman to realize her full potential	3 – Good Health and Well-being 4 – Quality Education 6 – Clean Water and Sanitation 10 - Reduced Inequalities
Strategic Result 3. Sustainable Agriculture, Natural Resources and Environmental Management	Outcome 3.1: Agriculture and food security Outcome 3.2 Natural Resources & Environment Management Outcome 3.3: Disaster Risk Management	1. Modernizing our agriculture and fisheries for sustained economic growth, food and nutritional security and poverty reduction 2. Promoting environmental sustainability, climate resilient communities and appropriate land use	2 – Zero Hunger 12- Responsible Consumption and Production 13 - combatting climate change and its impacts 14 - Life below Water

Prior to the change in government in December 2016, the UNDAF and PAGE II were formulated in parallel. Both processes benefited from joint initiatives such as the joint Common Country Assessment (CCA 2015) and joint regional and national consultation conducted in 2015. Thus, although the UNDAF preceded the formulation of the current NDP, the priorities of the UNDAF were a product of a highly participatory process with various stakeholders, including government Ministries, Departments and Agencies (MDAs), Civil Society Organizations, Development Partners, people at grassroots level, etc. This has led to the identification of three priorities that were quite relevant and supportive of the government's development agenda in the medium-term. As shown in table 5 above, the UNDAF priorities and outcomes are generally aligned with the government's NDP priorities for the medium-term, with a few exceptions. For instance, issues of migration and diaspora in development (which turned out to be key priorities for the government) were not adequately reflected in the UNDAF. The UNDAF is also found to be aligned with several SDG goals and targets as well. Thus, the UNDAF outcomes were relevant and continued to be relevant throughout the implementation of the framework.

The UNDAF was especially important during the transition to democratic rule, when much work was required to strengthen institutions and promote respect for human rights and the rule of law. Through

UNDAF strategic priority one, the UN continued to accompany and support The Gambia and its people as they navigated a delicate transition from autocratic rule to democratic freedoms, human rights, and sustainable development in a peaceful and inclusive society. Three areas of work have been particularly important in terms of consolidation efforts of the transition process:

- In the area of transitional justice, UN supported the Truth, Reconciliation & Reparations Commission (TRRC) to complete its work and submit its final report and recommendations, most of which the government accepted. The UN is now working to support the government to implement those recommendations and to strengthen social cohesion in the process by establishing a Gambia-specific Infrastructure for Peace with a Peace & Reconciliation Commission at its centre.
- In the area of Security Sector Reform (SSR), UN facilitated a joint UN-AU-ECOWAS mission to assess the government's commitment to SSR and to identify its support needs with a view to unlocking international support to advance this important reform agenda.
- In the area of women and youth empowerment, the UNCT continues to put women, youth, and persons with disabilities at the centre of their peacebuilding programming by enabling them to acquire the skills they need to take on decision making roles in their communities.

1.2 To what extent has the UNDAF been flexible to accommodate the emerging issues (e.g., COVID-19)?

UNDAF has been flexible to accommodate the emerging issues (e.g., COVID-19).

The COVID-19 pandemic has resulted to significant disruptions across all spheres of society, negatively impacting livelihoods and economic activities both at local and national level. Among those impacted the most during the pandemic include tourism and tourism-related establishments such are hotels and restaurants that experience complete shutdown due to travel restrictions. Also, MSMEs and local business in 'Lumos' were among those affected. As a result, support to the socio-economic recovery became a matter of urgency for the UN and other partners. The UNDAF through its outcome on social protection[49] was quite flexible to accommodate COVID-19 recovery interventions. The UN supported the government to conduct a study on the socio-economic impact of COVID-19, highlighting the various measures for a sustainable recovery. The outcome of the study informed the development of the COVID-19 Socioeconomic Response Plan(SERP 2020)[50].

The SERP highlighted key actions to ensure that the pandemic does not significantly impact the country and its people, especially the most vulnerable and those at risk of being left behind. The SERP does not replace the UNDAF but rather complement it by focusing on UN's effort towards building back better from the development and social impact of the pandemic that have the potential to reverse the gains recorded in the first three years of UNDAF implementation.

The SERP focused on the following five streams:

- Health First: Protecting Health Services and Systems during the Crisis;
- Protecting People: Social Protection and Basic Services;
- Economic Response and Recovery: Protecting Jobs, Small and Medium-Sized Enterprises, and Informal Sector Workers;

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[49] A functional /appropriate national Social Protection programs in place for the vulnerable groups/communities
[50] https://gambia.un.org/sites/default/files/2020-12/54265%20-%20UN%20Gambia%20Socio-Economic%20Response%20Plan%20-%20web%5B1%5D.pdf

- Macroeconomic Response and Multilateral Collaboration;
- Social Cohesion and Community Resilience;.

The collective response of the UN agencies during the pandemic factored in three immediate priorities such as; (i) supporting the country's health response including procurement of essential supplies of health products; (ii) strengthening crisis management and response; and (3) addressing critical social and economic impacts brought about by the pandemic. This shift in focus was as a result of the flexibility of the UNDAF to cater for emergencies.

Relevance/ adequacy of UNDAF Theory Of Change (TOC)

While the UNDAF includes a result matrix with indicators at the outcome level, the UNDAF design falls short of developing an elaborate and coherent theory of change that underpins the formulation of a framework or strategy. During the UNDAF program cycle, a theory of change could have been useful in tracking cause and effect and impact pathways. The table in Appendix 10.5 shows that, while the outputs and sub-outputs of Joint Work Plans (JWPs) were aligned with the UNDAF, the evaluation noted that the lack of a theory of change made tracing the likely impacts of these interventions difficult. As a result, the lack of a Table of Contents with clear pathways describing how interventions are linked to outcomes, goals, and impacts and the accompanying assumptions and risks has led to the attribution problem. The evaluation reveals that attribution of UNDAF interventions diminishes along the results chain (from activities, outputs, outcomes, and impacts). This is expected because the UNDAF is not solely responsible for the attainment of development outcomes and impacts but rather contributes to them. However, a clear and well-articulated TOC could have helped in explaining the linkages between the various result levels, including the associated risks and assumptions.

Summary findings on Relevance of UNDAF

1. Overall, UNDAF 2017-2023 was found to be highly relevant, given the country context in 2017. The UN fully supported The Gambia's transition to democratic rule by promoting rule of law, transitional justice, human rights and reforms such as the security sector reform and the civil service reforms.

2. The formulation of the UNDAF followed a very participatory process, involving stakeholders at different levels and structures. The process followed a bottom-up approach starting with a comprehensive joint Common Country Analysis (CCA) with the government that informed the UNDAF.

3. However, the findings revealed that the absence of a robust TOC has affected the attribution of UN intervention to the changes in outcomes. The results matrix is at outcome level with weak linkage with UN's programmatic interventions.

EFFECTIVENESS

The UNDAF was primarily focused on a programmatic approach that is more result-oriented, with an emphasis on implementable interventions. The UNDAF's interventions have significantly contributed to Gambia's development in all three dimensions of sustainable development (inclusive economic growth and prosperity, human development, and environmental sustainability), considering the root causes of major development challenges, the priority needs of the most vulnerable groups, and the goals or targets of the SDGs. In terms of progress toward outcomes in the three programmatic areas, the evaluation revealed mixed results as shown below.

EQ2

2.1 How effective has the UNDAF been in achieving the expected results outlined in the results framework?

UNDAF has not been effective in achieving the expected results outlined in the results framework (only 40% of the outcomes were achieved)

The UNDAF has 10 outcomes with a total of 42 outcome indicators used to track progress of the outcomes. Out of the 42 outcome indicators assessed, about 50% have been either achieved or partially achieved during the UNDAF period, about 30.95% have not been achieved while no data is available for 19.04% of the indicators. Although the UNDAF is not entirely responsible for progress of outcome indicators, the evaluation will elaborate key interventions that the UNCT supported through the programmatic areas of the UNDAF that could be attributed to the outcomes or have the potential to contribute to the attainment of the outcomes.

Below is a summary of the performance of the UNDAF by outcomes and indicators. The results indicate that only about 40% of the UNDAF outcomes were achieved. The remining were not achieved as at the end of the UNDAF period.

Table 5: Summary achievement of the UNDAF indicators by outcomes

Outcome	Number of Indicators	Achieved/ On track	Not Achieved	No Data	Assessment
Outcome 1.1: By 2021 accelerate inclusive and sustainable economic growth to reduce poverty and inequality for the vulnerable groups	4	1	3	0	**Not achieved**
Outcome 1.2: By 2021 Institutional reforms implemented to ensure rule of law and guarantee the protection of the human rights of all including access to justice, gender equality, access to basic services and democratic participation in decision-making processes.	4	1	3	0	**Not Achieved**
Outcome 2.1: Increased access to inclusive and equitable quality and relevant education for all with special focus on the most vulnerable	5	3	1	1	**Achieved**
Outcome 2.2: Increase equitable access to quality health for all including the most vulnerable	7	4	2	1	**Achieved**
Outcome 2.3: Increased equitable and quality access to nutrition specific and sensitive services including the most vulnerable	4	4	0	0	**Achieved**

Outcome 2.4: Access to integrated, inclusive and sustainable social protection services for vulnerable groups increased	4	2	0	2	**Not Achieved**
Outcome 2.5: Women and youth empowerment promoted to reduce gender disparities, gender-based violence and ensure effective participation in national development.	2	1	1	0	**Not Achieved**
Outcome 3.1: Sustainable agricultural production and productivity increased for enhanced food security, nutrition and income generation in rural and urban areas.	6	4	1	1	**Achieved**
Outcome 3.2: Sustainable, inclusive and integrated natural resource and environment management enhanced for food security and income generation.	4	1	2	1	**Not Achieved**
Outcome 3.3: Effective national DRM system is in place to strengthen vulnerable communities' resilience to adverse shocks	2	0	0	2	**Not Achieved**
Total	42	21	13	8	

UNDAF PRIORITY 1: GOVERNANCE, ECONOMIC MANAGEMENT AND HUMAN RIGHTS

The UNDAF priority 1 has a total of eight indicators across two outcomes. Analysis of indicator targets vis-à-vis current performance revealed that only 25% of the indicators partially achieved the targets set, with the remaining 75% not achieved. As at the time of the evaluation, none of the indicators of the Strategic Priority achieved its targets despite the number of initiatives and support provided to the government and other partners to improve rule of law, access to justice and the transitional justice programme of the government. Out of the 2 outcomes under this strategic priority, none were achieved during the UNDAF period.

Table 6: Indicator performance for UNDAF strategic priority 1

Outcome 1.1: By 2021 accelerate inclusive and sustainable economic growth to reduce poverty and inequality for the vulnerable groups			
Indicators	**Baseline/ Target**	**Status**	**Assessment**
Real GDP growth (2017-2021)	Baseline: 4.2% (2015) Target: 10%	4.6% (2017-2021 average)	Not achieved
% of population below $1.25 per day (poverty headcount)	Baseline 48.4%(2010) Target (15%)	53.4% (2020)	Not achieved
GNI Per capita (US$)	Baseline: $500(2013) Target: >$1250(V2020)	$802 (2020)	Partially achieved – on track
Unemployment rate (age 18-65)	Baseline: National -29.2% Rural- 31.1, Urban- 28.4 M-20.9x F-38.3, 2012 (tbc-IHS 2016) Target: National 10%, Rural-10.3, Urban-9.5, Male 6.7% F-12.8(tbc-IHS 2016)	National 35.2% Rural - 76.6% Urban - 23.4%	Not achieved
Outcome 1.2: By 2021 Institutional reforms implemented to ensure rule of law and guarantee the protection of the human rights of all including access to justice, gender equality, access to basic services and democratic participation in decision-making processes.			

Indicators	Baseline/ Target	Status	Assessment
Governance indices: CPIA (WB)	Baseline: CPIA 3.5(2013) Target: CPIA 4.0	3.1 (2020)	Not achieved
Rate of compliance of The Gambia with its reporting obligations under ratified human rights treaties	Baseline 20% Target 100%	80% (2020)	Partially achieved – on track
% of women serving in legislative and executive branches of the Government at all levels (in particular local councils, national assembly)	Baseline: NA –9%; LGAs-15% Target: NA – 30%; LGAs- 40%	National Assembly = 8.6% Cabinet-19.05%	Not achieved
Existence of an anti-corruption commission	Baseline: No Target: Yes	No	Not achieved

Summary contribution of UNDAF to governance, economic management and human rights

The UN agencies have contributed in a number of ways to achieving the objectives of UNDAF outcomes 1.1 and 1.2 through their respective CPDs and Joint Work Plans. Throughout the UNDAF period, the UN was committed to strengthening national and sub-national institutions' capacities to ensure sustainable livelihoods and job creation. At the policy level, the UN assisted the government in developing policies such as the trade policy, youth policy, entrepreneurship policy, and industrial policy, all of which are critical drivers of employment and job creation in the country.

The Gambia has a young population and a high rate of poverty, unemployment, and underemployment. With the help of partners, the UN launched the Youth Empowerment Project (YEP) in 2017, with the goal of increasing job opportunities and improving the employability of youth, particularly those at risk of irregular migration[51]. Several other initiatives and programs have been launched by various agencies (ITC, UNDP, IOM, etc.) to support businesses and startups, particularly those run by young people and women, to ensure sustainable livelihoods and job creation. The UN has assisted a number of businesses in participating in trade fairs both within and outside the country in order to promote market linkages and business expansion. Other initiatives include skill[52] and entrepreneurship training, which is supplemented with grants and startup toolkits to ensure long-term growth and sustainability. To improve the performance of Micro, Small, and Medium Enterprises (MSMEs), financial literacy training, including bookkeeping, basic accounting, and taxation, was also provided. The UN supported the provision of livelihood skills in agro-processing, ITC, food and beverage, and fashion through the COVID-19 response.

On economic management, the UN supported the government's Public Finance Management (PFM) reforms by strengthening internal controls and increasing accountability in government operations through the roll out Integrated Financial Management System (IFMIS). This resulted in the connection of 8 Local Government Councils to the IFMIS.

The UN has been a key partner to the government's transitional justice program during after the change of government in 2017 to promote good governance, human rights, the rule of law, and access to justice. The UN has supported the establishment of Mobile Legal Aid centers/clinics, including the provision of a Legal Aid Desk in two major prisons, as part of the rule of law project, with the goal of providing free legal and mediation services and increase access to justice for the less privileged. The UN assisted in the

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[51] https://yep.gm/about

[52] skills such as carpentry, welding and fabrication, construction, tiling, etc. it also includes climate smart agriculture, solar and ICT

establishment of virtual courts at both the High Court and the Magistrate Court in order to reduce the backlog of cases in the court system. Also, the UNDP strengthened the child justice system through support of the Ministry of Justice, the Judiciary and Ministry of Gender, Children and Social Welfare to improve the situation of children in the justice system (children in the detention), street children, and children on the move by ensuring the children return to their families safely. This was done through the establishment of Legal Aid Clinics in the two central prisons in the country. Through this support, 27 children were had access to legal service which resulted to their bail from juvenile prison.

In addition, over 200 volunteers, including youth, community leaders, and other key stakeholders, were trained on community policing and child and gender responsive policing to ensure inclusion and participatory policing. The UN supported the development of the National Security Strategy and the Security Sector Reform Strategy as part of the government's security sector reform process.

On transitional justice, the UN has provided both financial and technical assistance to the center for victims of human rights violations[53] in order to facilitate victim registration and to serve as a resource center for the government and other interested parties investigating the extent of the former regime's human rights violations. The UN has provided technical and financial assistance to the Truth, Reconciliation, and Reparations Commission (TRRC), which investigated human rights violations and atrocities committed by the previous regime with the goal of promoting healing and national reconciliation and preventing recurrence of the violations and abuses by

> **Summary support of UNCT to strengthening the legal and policy frameworks**
>
> - The Draft Revised Constitution
> - The Access to information Bill 2019, passed in 2021
> - Development of the National Migration Policy 2020-2030
> - National Employment Policy 2022-2026
> - The Gambia National Policy for MSMEs 2019-2024
> - National Youth Policy of The Gambia 2019-2028
> - National Entrepreneurship Policy
> - The Family Planning Policy
> - The draft Criminal Code, etc.

recommending appropriate reforms. The TRRC has already completed the initial phases (from its establishment, hearings, and final report), and the government has issued a white paper on the commission's recommendations.

UNDAF PRIORITY 2: HUMAN CAPITAL DEVELOPMENT

The UNDAF strategic priority 2 has a total of twenty-two indicators across five outcomes. Analysis of indicator targets vis-à-vis current performance revealed that about 63.6% of the indicators have either achieved or partially achieved the targets set in the UNDAF, 18.2% have not been achieved while the remaining 18.2% have no data to monitor progress. Thus, overall, 3 out of 5 outcomes were achieved under this strategic priority.

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[53] The Gambia Center For Victims Of Human Rights Violations is a special interest group of family of victims & supporters seeking justice for their loved ones who were killed, disappeared, wrongly imprisoned and tortured during the previous regime

Table 7: Indicator performance for UNDAF strategic priority 2

Outcome 2.1: Increased access to inclusive and equitable quality and relevant education for all with special focus on the most vulnerable			
Indicators	**Baseline/ Target**	**Status**	**Assessment**
Literacy rate %	**Baseline**: 72% (2013 census) **Target**: 85%	50.8%	Not Achieved
Gross enrolment rate at Basic & Sec education levels (2016)	**Baseline**: Lower Basic – 104%; Uper Basic – 66.8%, SSS – 44% **Target**: basic 100; SEC 70	LBE-120.4% (2021) UBE-75.9% (2021) SSE-51.1% (2021)	Achieved target
Completion Rate at Basic & Secondary Education (2016)	**Baseline**: (Grade 9) – 61% Sec (Grade 12) – 36.6% **Target**: Basic 100; Sec 70%	**Basic** (grade 9)-65.1% (2021) **SEC** (grade 12)-46.2% (2021)	Partially achieved – on track
Percentage of children attending first grade of primary school with ECD experience	**Baseline** (EMIS 2015): Male – 54%, Female – 46%, Total – 50% **Target**: Male – 70%, Female – 70%, Total – 70%	69%	Partially achieved – on track
Proportion of disaster affected children attending schools / temporary learning spaces	Baseline: 100% Target: 100%	No data	No data
Outcome 2.2: Increase equitable access to quality health for all including the most vulnerable			
Indicators	**Baseline/ Target**	**Status**	**Assessment**
NMR	Baseline: 22 per 1000 (2013) Target: 15 per 1000	29 per 1000 (DHS 2019-20)	Not achieved
MMR	Baseline: 433 per 100,000(2013) Target: 315 per 100,000 (NHSP2015-2020)	289 (DHS 2019-20)	Achieved target
Under-five mortality rate	Baseline: 54 per 1000 livebirth (2013) Target: 44 per 1000 livebirth	56/1000 (DHS 2019-20)	Not achieved
Contraceptive prevalence rate (%)	Baseline: 9 (DHS2013) Target: 20	19% (DHS 2019-20)	Partially achieved – on track
HIV prevalence	Baseline: National 1.9%; M-1.7%, F-2.1(DHS2013) Target: National 0.2% M-0.1%, F-0.3%	Data not available	No data
Proportion of population using improved water sources for drinking	Baseline: 91% (2013 DHS) Target: 100%	95% (DHS 2019-20)	Partially achieved – on track
Proportion of population using improved sanitation facilities	Baseline: 40% (2013 DHS) Target: 70%	72% (DHS 2019-20)	Achieved target
Outcome 2.3: Increased equitable and quality access to nutrition specific and sensitive services including the most vulnerable			
Indicators	**Baseline/ Target**	**Status**	**Assessment**
% of children under five years stunted	Baseline: 22.9%(2015 SMART) Target: 18.9%	18% (DHS)	Achieved target
% of children under five years wasted	Baseline 10.3% (2015 SMART) Target: 8%	5% (DHS 2019-20)	Achieved target
Household Dietary diversity score (DDS)	Baseline: 3 Target: 6	4.3%	Partially achieved – on track
Proportion of children (0-6 months) exclusively breastfed	Baseline: 47.5%(2013) Target: 52%	54%	Achieved target
Outcome 2.4: Access to integrated, inclusive and sustainable social protection services for vulnerable groups increased			
Indicators	**Baseline/ Target**	**Status**	**Assessment**
% of national budget allocated/spent on social protection programs	Baseline: 0.6% (2013) Target: 1.2%	No data	No data
Proportion of vulnerable population receiving social protection support	Baseline: Not available Target: (+30% of baseline)	No data	No data
Proportions of schools and early childhood development centers	Baseline: 42%	61.3%	

benefiting from school meals **Proxy indicator** – Proportion of pupils benefitting from school feeding program	Target: 50%		Partially achieved – on track
National Capacity Index for resilience, School Meals and Nutrition	Baseline: SF – 11 (2015) Target: SF – 15	31 (2019)	Achieved

Outcome 2.5: Women and youth empowerment promoted to reduce gender disparities, gender-based violence and ensure effective participation in national development.

Indicators	Baseline/ Target	Status	Assessment
Prevalence rate of female genital mutilation	Baseline: 75%; Target: 50%	73% (DHS 2019-20)	Not achieved
Percentage of girls who are married before the age of 18	Baseline: 59%; Target: 35%	23.1% (DHS 2019-20)	Achieved target

Summary contribution of UNDAF to Human Capital Development

Human capital development is a critical UNDAF priority. The UN has made significant contributions to this end through various country programmes of UN agencies and the JWP. On education for instance, targets in enrolments and completion rates at various levels are either achieved or partially achieved. The UN continued to support the capacity development of Early Childhood Education (ECE) service providers including facilitators, ECE center managers and cluster monitors on pre-school teaching methodologies to enhance learning. In addition, in several communities, mothers' clubs and school management committees were trained in community engagement methodologies. This has helped to increase ECE enrollment rates.

During the pandemic, more than 700,000 school going children lost contact hours in school for several months due to restrictions put in place to contain the virus's spread. During this time, the UNCT has assisted the Ministry of Basic and Secondary Education (MoBSE) in providing e-learning through scripted lessons on radio and television. However, due to lack of television and radios for most rural Gambia where there is no electricity, this intervention was not effective, especially for the less privileged. Furthermore, to ensure the coherence of interventions in education, MoBSE was further supported to develop the Education Sector COVID-19 Response Strategy, including resource mobilization, with the goal of strengthening the education system. Other COVID-19-related support to the education sector includes the distribution of facemasks and sanitary equipment to over 450 schools across the country.

The UNDAF supported the provision of Basic Emergency Obstetric care services in 23 health facilities across the country contributing to the reduction of maternal and neonatal deaths. Maternal and neonatal death audits have enhanced evidence-based decision making/ interventions. Maternal mortality has declined from 433 per 100,000 live births in 2013 to 289/100,000 in 2019 (DHS 2019) and a contributing factor to the decline is an increase in access to skilled birth attendants which changed from 57.2% in 2013 to 84% in 2019. The UNDAF supported capacity development and strengthened human capital within the health sector through the training of health service providers on the use of partograph for better pregnancy outcome, Supply Chain Managers on supplies management, training of midwives on BEmONC and CEmONC signal functions.

Quality of care has been enhanced through the procurement and distribution of maternal lifesaving medicines and medical equipment including GenXpert testing equipment for early infant diagnosis which allows for testing at a decentralized level. Essau Health Centre, Serrekunda Health Centre and Bundung Maternal and Child Health Hospital were refurbished. This has enabled more than 52,567 women of reproductive age to access EMNCH services.

The UNDAF supported the development of strategic documents, data collection tools and production of advocacy and information materials including the Reproductive, Maternal, Newborn, Child and Adolescent Health Policy & Strategic Plan (2017-2021), a National Family Planning Policy; including, for the first time, a Costed Implementation Plan (CIP) and a Communication Strategy, the Cervical Cancer Prevention and Control Strategic Plan (2017-2021) awareness raising materials on FGM. FGM registers were developed, pre-tested and finalized for the use of health service providers as data collection tools on FGM.

Community health has been enhanced and supported through capacity building of community members on SRH, including family planning and gender issues, supported the conduct of voluntary counseling and testing for young people. The UNDAF supported the implementation of the Kabilo- Baama initiative in Kiang East District in the LRR and CRRN. This community-based intervention is geared at raising awareness at community level on strengthening sexual and reproductive health as well as the prevention of newborn deaths and illnesses and developing strategies for transporting complicated cases through community ownership and engagement. Community members were trained on sexual and reproductive health. The UNDAF continues to support the provision of contraceptive commodities as well as the capacity building of Community Based Distributors (CBDs) who assisted in reaching the last mile. This has contributed to the rise in contraceptive prevalence from 9% to 18.9%.

As part of the Covid-19 Response, the UNDAF supported the provision of sexual and reproductive health services in a safe environment, trained Health Workers on COVID-19 prevention. Health facilities including outreach stations were equipped with handwashing stations for COVID-19 prevention, face masks and sanitisers were provided to health facilities and communities to prevent COVID. The UNDAF also supported the first ever COVID-19 community surveillance intervention using community volunteers from The Gambia National Youth Council and Gambia Red Cross Society in URR & CRR and provided motor-cycles and bicycles to support COVID-19 surveillance.

On gender equality and women empowerment, the UN has been at the forefront of a number of initiatives geared towards improving the conditions of women and girls, including campaigns to end harmful traditional practices such as FGM, child marriage, etc. Although the prevalence of FGM has only marginally declined, the UN has supported several advocacy programmes at both national and community or grassroots level to obtain the needed support towards ending the practice. These advocacy programmes include;

- Training of Positive Deviants (PDs) advocates and communicators to effectively engage their communities on ending FGM

- Enhance community capacity and champions of social norm change prepared with relevant social advocacy skills to lead efforts in ending FGM/C in their communities

- Signing of declarations in communities to end FGM

- Training of peer health educators in school on FGM and other harmful practices, etc

- Religious, community and women leaders have been reached and engaged on the need to abandon FGM

In addition, in a bid to leave no one behind and ensure social inclusion during the UNDAF period, the UN through various initiatives remain a key partner in providing a functional and appropriate social protection programme in support of the most vulnerable groups and communities in The Gambia. In line with this objective, the UN supported the establishment and strengthening of the National Social Protection Secretariat (NSPS), mandated to ensure effective coordination of social protection related interventions

in the country, including the development of a functional social registry. Notable social protection interventions supported include the provision of food and cash transfer to vulnerable families, especially during the pandemic. To reduce malnutrition in children to and improve food and nutritional status of lactating women and children, the UNCT supported the government through the National Nutrition Agency (NaNA) to implement the Building Resilience through Social Transfer (BReST) project. The project provided cash transfers to lactating mothers and children under-2 to build resilience and improve their nutritional. The final evaluation of BReST confirmed that the prevalence of acute malnutrition in children under 2 years decreased from 5.6% (2016) to 2.2% (2019). Higher rates of exclusive breastfeeding improved dietary diversity in infants of 6-24 months and improved Infant and Young Children Feeding (IYCF) and hygiene practices. Improved household economic resilience was also reported.

UNDAF PRIORITY 3: SUSTAINABLE AGRICULTURE, NATURAL RESOURCES, ENVIRONMENT AND CLIMATE CHANGE MANAGEMENT

The UNDAF strategic priority 3 has a total of twelve indicators across three outcomes. Analysis of indicator targets vis-à-vis current performance revealed that only 41.6% of the indicators have either achieved or partially achieved the targets set in the UNDAF, 25% have not been achieved while the remaining 33.3% have no data to monitor progress. While a few indicators have no data, some weaknesses could also be identified in the results matrix. For instance, there is an indicator for which the baseline and the target are the same. In another instance, both the baseline and targets for indicators have no value. This makes it difficult to assess the level of progress in the Strategic priority. See table ## below for the indicator performance of UNDAF priority 3.

Table 9: Indicator performance for UNDAF strategic priority 3

Outcome 3.1: Sustainable agricultural production and productivity increased for enhanced food security, nutrition and income generation in rural and urban areas.			
Indicators	**Baseline/ Target**	**Status**	**Assessment**
Food consumption Score	Baseline: Acceptable = 82% (Oct 2013) Target: Acceptable = 93%	86.3% (WFP 2021)	Partially achieved – on track
Annual average income of farmers	Baseline: US$ 350 (MoA Estimate) Target: US$500	No data	No data
Contribution of Agriculture to GDP	Baseline: 22% Target: 35%	23.1% (2020)	Not achieved
ANR spending as % of total Government budget (commitment under the Maputo Declaration)	Baseline: 7% Target: 10%	10% (2020)	Achieved
Area of arable land (ha) cultivated	Baseline:320,000Ha Target: 440,000Ha	440,000Ha (world Bank)	Achieved target
Proportion of population using crisis and emergency coping strategies	Baseline: Crisis (20%); Emergency (3%) Target: Crisis (10%); Emergency (0%)	Crisis (9.6%); Emergency (13.2%) (WFP 2021)	Partially achieved – on track
Outcome 3.2: Sustainable, inclusive and integrated natural resource and environment management enhanced for food security and income generation.			
Indicators	**Baseline/ Target**	**Status**	**Assessment**

Number of ANR sector policies and strategies with climate change adaptation action plans prepared and endorsed by the Government	Baseline: 0 Target: 6	3 (NDP Mid-term evaluation)	Not achieved
Number of national institutions responsible for land use management whose capacities are strengthened	Baseline: 0 Target: 3	No data	No data
Proportion of land mass under forest cover	Baseline: 32% Target: 30% (minimum policy threshold)	23.98 (2020)	Not achieved
Per capita CO2 emission (metric tons)	Baseline: 0.3 Target: 0.3	0.24 (2021)	Achieved

Outcome 3.3: Effective national DRM system is in place to strengthen vulnerable communities' resilience to adverse shocks

Indicators	Baseline/ Target	Status	Assessment
Proportion of the population requiring disaster relief support	Baseline: Not available Target: TBD	50,000 (NDMA)	
Proportion of communities adopting and implementing integrated DRM policies and plans	Baseline: 15 Target: all districts (39)	No data	No data

Summary contribution of UNDAF to Sustainable Agriculture, Natural Resources, Environment and Climate Change Management

Under this priority area, the NDP has contributed to the realization of the government's priority of modernizing agriculture and fisheries for sustained economic growth, food and nutritional security and poverty reduction. On the fisheries sub-sector, the UN has provided capacity building on best aquaculture practices in two communities, including women and youth, to boost aquaculture-related entrepreneurship. Also, through the FAO Thiaroye (processing) Techniques (FTTs), the UN has supported the establishment of FTTS to enhance fish processing in two fishing communities in The Gambia. Other fisheries-related support include the provision of equipment and training in processing, storage, handling, quality management and good hygiene practices in the fisheries value chain.

On nutrition, a series of Infant and Young Child Feeding (IYCF) programmes were supported in both health facilities and communities with a view to reducing childhood stunting. During the COVID-19 pandemic, a number of stakeholders, including Multi-disciplinary Facilitation Teams (MDFTs), community volunteers, Village Support Groups (VSGs), traditional communicators, Farmer Fields Schools, Mothers' Clubs, etc were trained on COVID-19 management principles with emphasis on nutrition (micro deficiencies) and importance of vitamins in strengthening human immune systems. Beneficiaries were introduced to bio-fortified crops and how they can be utilized in local recipes. Beneficiaries were also trained on how to process bio-fortified cassava into flour and grits. Ninety-five women and 5 men benefited from these training sessions. This has generated active support and commitment of local structures and built local ownership, thus enabling sustainable integrated nutrition interventions. Despite these initiatives to address food and nutritional security, environment and climate change remains a significant threat to food security in The Gambia.

During the UNDAF period, the UNCT has implemented a number of adaptation and mitigation measures to curb the effects of climate change and build resilient communities in The Gambia. The UN has

contributed to the scaling up of climate change mitigation efforts by providing renewable energy for off grid communities. For instance, the UNCT in collaboration with the Mbolo Association established a Solar Multi-Function Platform (SMFP) at the kartong fish landing site which has improved the value chain of both fisheries and horticulture sub-sector in the surrounding communities. The UN has also helped to increase national carbon capture and contribute to climate change mitigation efforts by planting 26,000 trees and 2 million mangroves in degraded areas of the North Bank Region (NBR). UN facilitated the identification of 24 community based participatory plans that highlighted the priority areas of intervention in resilience building for each of the 24 communities.

On Disaster Risk Reduction (DRR), the UN has supported the development of a national Early Warning Strategy 2021-2026. Also, the labs for the National Environment Agency (NEA), National Research Institute and Plant Protection Services (PPS) were equipped, and staff trained to provide early warning information for climate adaptations. The UN has further strengthened the National Framework for Climate Services (NFCS) under the department of Water Resource to provide climate change information for preparedness. There also exist a Multidisciplinary Working Group that provides DEKAD[54] Bulletins on rainfall patterns and other related environmental issues likely to impact agriculture production and food security. UN worked with NDMA to strengthen preparedness and response mechanisms by developing 18 district contingency plans that highlight the most likely hazards in each of the 18 districts.

2.2 To what extent have the UNDAF intervention contributed to gender equality and women empowerment and benefited targeted institutions, vulnerable groups including, persons with disability and marginalized population?

UNDAF intervention has not effectively contributed to gender equality and women empowerment and benefited targeted institutions and vulnerable groups. (UNDAF indicators were not gender disaggregated)

The Gambia is ranked 172 out of 189 countries in the Human Development Index.[55] Gender inequality is exhibited by its low score of 0.612 and rank (148 out of 189 countries) on the Gender Inequality Index.[56] The literacy rates of men and women aged 15-49 are 63.4% and 48.1%, respectively.[57] Although progress has been made in the primary school enrolment rates and girls' education, the quality and relevance of curricula and learning materials remain a serious concern. Poor and inadequate education continues to limit youth acquisition of skills and productivity, while insufficient access to knowledge and information for young entrepreneurs hinders their gainful engagement.

UN Women has undertaken a mapping and analysis of the laws of The Gambia from a gender perspective with a view towards reversing discrimination in laws. This mapping and analysis of national laws formed a critical part of the GoTG democratic and transitional justice reforms. The mapping was designed to inform a road map for comprehensive legislative reforms through a review of relevant national legislation and judicial decisions to determine their direct and indirect impacts on the rights of women and girls in The Gambia. Gender issues also remain because of the weak implementation of the laws (not only about

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[54] ten days rainfall period

[55] Human Development Index 2020. http://hdr.undp.org/en/content/latest-human-development-index

[56] UNDP, Human Development Report 2020. Available at http://hdr.undp.org/sites/all/themes/hdr_theme/country-notes/GMB.pdf

[57] MICS 2018.

enacting them). Other important elements concerning the issues women and girls face, include: access to healthcare and family planning needs, pregnancy related complications, HIV prevalence, child marriage, nutrition etc.

The Gambia is a patriarchal society characterized by gender inequality. Though slowly changing, gender inequality is still pervasive. Although women play a major socio-economic role in Gambian society, their access to productive resources, healthcare and education remains very limited due to cultural bias and practices. This has prompted the GoTG to focus attention on women's empowerment through a gender policy framework.

However, despite all the enormous strides, women still continue to be disadvantaged mainly due to the deeply-rooted cultural and traditional norms along with some religious beliefs/misconceptions which continue to impact on gender-stereotyping. The issue of empowering persons with disability and ensuring their participation in society is still yet to be fully achieved. Currently, persons with disability are not represented in the National Assembly and there is also low women representation compared to their male counterparts although a number of women are now joining the district tribunals as members and a few are acting as village heads. In particular, domestic violence remains highly underreported. Most cases are settled through family mediation due to social stigma, limited awareness, and low literacy levels.[58] It is reported that 41 percent of Gambian women have experienced gender-based violence, whilst another 58 percent of women think it is justifiable for a husband or partner to hit or beat his wife or partner, under certain circumstances.[59] Sexual violence remains widespread. Female genital mutilation, which was banned in 2015, still has a high prevalence rate of 76 percent.[60]

In another perspective, women's economic empowerment in The Gambia is challenged by the lack of access to market information, finance, education, and legal and policy frameworks.[61] According to rightful entitlement, women have the same entrepreneurship rights as men, although there is no prohibition on gender discrimination in access to credit.[62] However, de facto, women reported that creditors simply do not take them seriously.[63] This reporting is corroborated in women's economic study[64] which revealed that most rural women do not access creditors services/facilities because the high interest rates, collateral, co-payments, matching funds, or required skill set, are conditions that most women cannot satisfy. Collateral requires asset ownership and women rarely own assets nor are they the sole custodians to household decisions (men are) over those assets in rural Gambia.

The evaluation attempted to assess the level of gender mainstreaming into the document. The problem appears to be that this was simply ensuring the word "gender" appeared on most pages. It did not translate into the Results Measurement Framework with several outcomes having no indicators or targets

[58] The Gambia Bureau of Statistics (GBOS). 2011. The Gambia Multiple Indicator Cluster Survey 2010, Final Report. Banjul, The Gambia: The Gambia Bureau of Statistics (GBOS)

[59] Demographic and Health Survey 2013 (GBOS and ICF International 2014).

[60] The Gambia Bureau of Statistics (GBoS). 2019. The Gambia Multiple Indicator Cluster Survey 2018, Survey Findings Report. Banjul, The Gambia: The Gambia Bureau of Statistics

[61] World Bank (2019): Systematic Country Diagnostic (World Bank Group 2020); Enterprise Survey 2018

(https://datacatalog.worldbank.org/dataset/gambia-enterprise-survey-2018).

[62] World Bank (2020), Women, Business and the Law, entrepreneurship question: https://wbl.worldbank.org/en/data/exploreeconomies/gambia-the/2020.

[63] Dhitima .P. (2019). The Gambia State Building Contract 1 Complementary Support (SBC1 CS), Final Report

[64] The World Bank (2019), Gender Dynamics in Intra-Household Spending in The Gambia unpublished.

related to gender. That seemed to have been rectified by the time of the Annual Review (2017) which carefully documented the indicators, targets and the accumulated disaggregated data.

There is no lack of UN guidance on the subject of mainstreaming gender, and it has been a requirement for several years. Certainly, there were potential partners that could have helped to integrate a gender dimension, such as UN Women which has specific expertise as well as the new Ministry of Gender, Children and Social Welfare.

Summary findings on Effectiveness of UNDAF

1. Only 40% of UNDAF outcomes were achieved. Although UN agencies, through their respective program documents, have implemented a number of interventions during the UNDAF period.

2. UNDAF indicators were designed to measure change at outcome level. However, analysis of the indicator performance over the years has revealed that UNDAF has had little effect on outcomes, despite the interventions in the Joint Work Plans and agency-specific CPDs. This points to two possible reasons:

   - Attribution problem – the fact that development outcomes at country level are influenced by economic, political and environmental factors makes it difficult to attribute change in the outcomes to UNDAF intervention alone. For instance, outcome 1.1 of UNDAF aims to "accelerate inclusive and sustainable economic growth to reduce poverty and inequality for the vulnerable groups". However, the attainment of sustainable economic growth is affected by climate change and other factors such as COVID-19.

   - There is lack of harmonization in the UN support. This affects the effectiveness of interventions and in most cases leads to duplication of efforts. For instance, the livelihood and employment creation interventions are implemented by a number of UN agencies.

3. The target in the UNDAF results matrix were generally too ambitious. The UNDAF came at a time when the country has just emerged from 22 years of dictatorship with high expectations from the citizenry and a lot of lingering institutional and socio-economic challenges. Although there was increased commitment by both the government and partners, setting a target for double digit growth rate for an economy that has not recorded double digit for decades[65] was a bit too ambitious, especially under the prevailing socio-economic and environmental factors. Also, poverty was envisaged to decline from 48.4% in 2010 to 15% during the UNDAF period.

4. The results matrix did not provide enough indicators to appropriately capture the actual contribution of the UN agencies (through the JWP and the programme documents) to the reported progress under respective outcomes. For instance, the 8 indicators for Strategic Priority 1 might be insufficient to measure progress for the priority area. Surprisingly, bulk of the support of the UN was directed towards improving governance, human rights and related reforms during the UNDAF period. Although there were significant progress in transitional justice and human rights, the indicators were inadequate to capture these progress.

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[65] Double digit growth rate was last recorded for The Gambia in 1983

5. UNDAF indicators were not gender disaggregated. Although strides were made in terms of gender equality and women empowerment, numerous challenges remain both in terms of gender mainstreaming and gender responsive interventions.

EFFICIENCY

EQ3

3.1 To what extent have results of the UNDAF been achieved in the most cost-effective way possible?

Results of the UNDAF been achieved in a mostly cost-effective way

There has been considerable scrutiny of requests made, particularly in terms of procurement issues (which can take up to six or seven months) and the level of engagement of UN Agencies in the actual implementation of planned activities in consultation with the IPs covering the preparations of Food System Adaptations in Changing Environments and the Independent Electoral Commission, among others. The use of effective procurement systems and the implementation of the UNDAF interventions for the outputs through GoTG agencies, have ensured cost-effectiveness during implementation. The UNDAF did not create any new structures for the purpose of its implementation and therefore factored a cost-sharing element with government.

The outcomes were achieved with the appropriate amount of resources and maintenance of minimum transaction costs. The use of expatriates rather than using the local qualified personnel could command lots of resources/high overhead costs, also day-to-day running of project activities by the UN could have cost implications to a greater extent. For instance, there was delay in the development of the intervention; Food System Adaptations in Changing Environments and the Independent Electoral Commission, coupled with substantial bureaucracy resulting in delays to actual project implementation.

The implementation model could be strengthened to make it more efficient. There have been numerous occasions of duplication of efforts during emergencies. This can be attributed to poor coordination among UN agencies, and was specifically noted in the delivery of DRR-related services. The efficiency of the UNDAF model has been questioned given duplication of efforts among UN agencies with similar mandates, even though UN agencies have special mandates specifically to avoid duplication. This can be strengthened through coordinated inter-agency planning and monitoring. Strengthening could be done by communicating to stakeholders, ensuring that partners are accountable for funds received.

Whilst the UN system ensures programs are implemented, it is imperative that spot checks are conducted and institutions should be rated "low", "moderate" and "high" risk, according to their financial systems and utilization of the funds. UN provides capacity building and system strengthening support to government ministries and departments and so could factor this into the support offered. It is not considered that this is to do with cash transfers but rather actually assisting the UN system to ensure that the partner institutions, that they work with, undergo a due diligence process before forging any partnerships towards ensuring that they deliver according to expectations in the partnership arrangements. Most of the CSOs/partner institutions interviewed complained about the rigorous

processes they undergo with the UN especially regarding the retirement process of their finances which appears too cumbersome and time consuming thereby impacting subsequent program implementation.

Many agencies use efficient implementation models where several programs or projects are implemented by the same team and only add expertise as the needs arise. It could further be recommended that local expertise be utilized as much as possible, and use external consultants only when really necessary. It has been noted that UN agencies should not directly implement programs to avoid conflict of interest and to allow the beneficiaries to handle their own affairs. Investment in hard infrastructure, where necessary, should be encouraged. Even though the UN works with partners, they are normally the ones in the lead on most of the planned activities. In other words, the IPs are querying that they should be given autonomy by giving them the space to directly lead the implementation of the planned activities, and simply report on such activities back to the UN.

3.2 To what extent where UNDAF resources adequately managed to collectively prioritize activities based on the needs (demand side) rather than on the availability of resources (supply side), and reallocated resources according to the collective priorities and changing needs?

Resources were prioritized based on needs rather than on availability

Most of the cases, resources have been allocated based on needs and priorities collectively identified by UN Agencies and the IPs even though most of the IPs queried that UN Agencies have all along been doing the actual implementation by themselves after the needs identification. They also indicated that there has been lesser flexibility from the side of the UN, with exception when the pandemic was in place and required re-prioritization of allocated resources.

Adequate resources were provided for integrating Human Rights and Gender Equality in UNDAF and took into account and/or prioritized the most marginalized groups including women and girls. This was achieved to a large extent through the planning process which was done in consultation with GoTG and relevant IPs. This considered the most vulnerable parts of the population – women, children and girls, the old, and persons with disability .

The governance structure on migration was a result of an efficient implementation model and provided value for money, however, there is room for strengthening joint planning. There needs to be more GOTG participation in joint M&E activities. UN takes the lead which is good since there seems to be some timidity when it comes to the GoTG taking the lead. To be clearer, the UN should ensure that there is effective monitoring and supervision of activities towards timely deliveries and also timely detection of any lapses/anomalies for immediate remedial measures to be adopted and implemented.

The UN is present to ensure that resources are spent well. For this, closer monitoring is required. UN could be more vocal when interacting with the GoTG and voice concerns more clearly. For instance, in the field there are a lot of projects with no results – e.g., the market constructed for the Sukuta women's garden/vegetable growers – a magnificent structure, yet hardly used. The UN needs to re-visit the Paris Declaration on Aid Effectiveness. Currently, it has created a situation where GoTG is not complaining; there needs to be a mechanism to make the GoTG accountable.

Agencies need to be more focused, linked to UN approach, rather than focus solely on agency priorities. Each UN agency has its own operational modalities which do not always fit well with those of other agencies. Efficiency could be enhanced through a more streamlined operational structure e.g., better hiring processes. There are differences between how agencies work with other agencies and when they work with NGOs. There is a high demand for funding and CSOs and NGOs have limited financial capacity

so are open for funding just to remain operational. This is not always efficient. The UN approach needs to be operationalized, to avoid waste of resources and human resources. This still touches on the issue of the need for partners to undergo a due diligence process before forging partnerships with them especially the small CSOs. It has been reported that there are instances when the UN engages such CSOs to enhance implementation of their planned activities even though some of such CSOs are, to a large extent, quite weak.

The modalities of funds, implementation and liquidation need to be looked at critically, though where the improvement could be made is on the side of the GoTG. The commitment of government can be lacking, mostly during the implementation. If GoTG could take over, it would have better impact (providing funds, technical human resources). With UN taking the lead, if they stop, everything would come to halt.

Summary finding on the Efficiency of the UNDAF

Resources were prioritized based on needs rather than on availability *though have had little effect on outcomes which is not surprising since it is premature to assess that.*

SUSTAINABILITY

EQ4

4.1 To what extent will the net benefits of the UNDAF interventions continue or are likely to continue?

Net benefits of UNDAF interventions may not continue

Most IPs indicated that the sustainability aspects have not been much of a consideration, not properly planned and not managed within UNDAF. Consequently, there might be instances when funding elapses/or the project closes, that outcomes might not be maintained in the long term. There is still a need for institutional capacity enhancement and the need for more coaching and orientation for IPs including within government to assist in sustaining outcomes. Citizen attitude and commitment at the level of government and IPs are very important aspects towards ensuring sustainability.

Across the portfolio, and especially at community level where most projects are implemented, sustainability issues have not been generally a consideration, with more emphasis on outputs. Most projects have been identified and funds released for implementation, though not much framework or strategy put in place to ensure continuity after project phase-out.

It has been noted that there is a piecemeal approach to development interventions which is not conducive to sustainable outcomes. This is particularly acute when there is limited know-how, marginalization of beneficiaries, and a lack of required skills.

Whilst there is always some room for improvement, to promote sustainability issues the national and regional priorities should be aligned with the UN activities to provide a solid landscape for sustainability. The major foreseen risk to sustainability is that most of the interventions are mainly real time responses to immediate and short term needs of beneficiaries, with less attention to the longer term needs of communities.

The socio-economic, institutional capacities and environmental systems that need to sustain the net benefits of interventions over time are not apparent. Government and other partners need to take over many interventions implemented by UNDAF. The continuing implementation of many projects are

proportionate to the availability of UN funds. Before funds are exhausted each activity needs to have a clear sustainability or continuity plan. Really, this should be set out at the design stage. It is not clear that any sustainability mechanisms were put in place at UNDAF design stage.

Although issues of sustainability are not sufficiently planned and managed through the UNDAF to mitigate foreseeable risks, some achievements of the program been maintained to date (Outputs, Outcomes, and Impacts). What is clearer is that the capacity of GoTG needs to be established in order to take over projects. This means that there should be GoTG financial commitment to enable project outcomes to continue.

4.2 To what extent are the results achieved and the strategies used by the UN System sustainable?

Results achieved and the strategies used by the UN System may not be sustainable

The risk for sustainability is weakness in local/national ownership and participation in the development and implementation processes. Whilst this is foreseen, it is not clear that issues of sustainability are sufficiently planned and managed through the UNDAF to mitigate these risks. The known risks and mitigation measures were not sufficiently managed since there was no specific plan which could be implemented and reported. The lack of ability and capacity of institutions (human resources and financial) to fully engage, to own and sustain the investments may be one of the obstacles or threats to sustaining the results achieved to date.

There is a mistaken view that because most of the investments/interventions represented the felt needs of the beneficiaries that means that there is or will be an equivalent likelihood for sustainability. Sustainability is very difficult in rural areas, due to their level of vulnerability. . There needs to be an agreed commitment by GoTG to allocate resources in the national budget to sustain the gains made in the UNDAF. Implementation through government agencies does not mean that sustainability is in-built in the UNDAF.

Communities and Government partners often link progress to the project cycle and once the project ends the work/activities/progress ends with it. This is exacerbated by a lack of after-project planning. Sustainability planning should be designed into the intervention. Better planning would allow for concerned community members or government branches to implement projects with a clear and planned view of the end, particularly with a clear idea of the shared responsibilities.

Some results are inherently unsustainable, especially if provided assets cannot be maintained by the beneficiary or government. The UN should provide capital assets to build the human capacity stock (educate government staff and beneficiaries), as part of a sustainability plan. Given the current level of development, it may be prudent to provide less capital-oriented projects and do more human development. Although it is a common refrain that beneficiaries are not aware of program design, this is a common distraction to avoid responsibility.

Whilst it is acknowledged that a monitoring and evaluation system plays a crucial role in ensuring sustainability, COVID cannot be used as constant reason for not measuring results and making adjustments. Sometimes COVID seemed to be a reason for lack of diligence. Because of COVID, some activities were not implemented as planned due restrictions in movements and in public gatherings, face-to-face meetings among others.

4.3 What are socio-economic, institutional capacities and environmental systems that need to sustain the net benefits of the interventions over time?

Socio-economic, institutional capacities and environmental systems do not sustain benefits

It is a common challenge for governments to retain experienced and knowledgeable staff. Local capacities are often not quick enough in their response to change and this is what creates capacity gaps. Through UNDAF entrepreneurship, private sector and skills development and ecosystem coordination produced many people who could support UNDAF initiatives, but once trained, they then moved on. It is essential that training and capacity building is contractually locked in. Otherwise, staff leave, which is mainly due to the low salaries and low level of motivation for governmental civil servants. Eventually, they are attracted to other higher-paying organizations within or outside the country.

The risk for the sustainability of results is a lack of constant monitoring, budget for repairs/maintenance or whatever role the budget required to play, if there is lack of budget to sustain continuity of any of the projects/programs, it will end abruptly. If those implementing the programs have no management committees, they may also have an adverse effect on the sustainability of results.

Commonly, if an institution that has been provided with support does not have budget to support the outcomes of that program, the results achieved from that project/program may not be sustained in the long term.

Institutional capacities of most Ips including the MOFEA, Ministry of Interior, the local government areas, the National Assembly, and the Independent Electoral Commission among others have been strengthened both in terms of material support and human resource development, though their sustainability relies on GoTG and the national budget.

Some programs contributed to capacity enhancement for the government staff (management and linked to programs) but more needs to be done. It has to be organized, so that capacity development programs are delivered to relevant people, linked to the mandate of the institutions.

Staff turnover within GoTG, whist inevitable to some degree, can be mitigated, as a professional civil service emerges, supported by a knowledge management structure and an institutional memory. Even a reshuffling of the government structure should not adversely affect UNDAF outcomes if there is an institutional memory.

Summary findings on Sustainability of the UNDAF

1. The findings of the evaluation reveal that the net benefit of the UNDAF interventions may not be sustainable as most of the interventions are channeled to immediate and short-term needs of the beneficiaries and not long-term needs of the communities. Although the plan design stage was quite participatory with district level consultations throughout the country, the sustainability of interventions have not been well-planned at both the design and implementation levels. Thus, most interventions, especially non-project type support do not have clear exit strategies to ensure sustainability.

MANAGEMENT AND COORDINATION

EQ5

5.1 Are the coordination structures in the UNDAF adequate and functional?

The UNDAF implementation and coordination arrangements has made provision to use existing national systems and structures for its implementation, where the government takes the lead coordination role through active participation and leadership in the various structures[66]. However, the NDP mid-term evaluation has revealed that most of the proposed structures and NDP institutional frameworks were neither established nor functional[67], pointing to the weak coordination structure at the national level. As shown in table 10 below, several other implementation structures were put in place to guide the UNDAF implementation. The various coordination structures have very clear roles with delineated responsibilities on UNDAF implementation.

Table 9: Effectiveness of UNDAF implementation structures

Coordination Structure	Establishment status	Functionality	Well Defined TOR	Remarks
Joint national/UN steering committee	Constituted	Meets regularly	TOR developed	The joint steering committee has been functional throughout the UNDAF period
Joint Programme Coordinating Group (PCG)	Constituted	Meets regularly	TOR developed	The PCG meets regularly. However, government participation in the committee is limited
Monitoring and Evaluation Group	Constituted	Do not meet regularly	No evidence of a TOR	The M&E group is the most inactive of the UNDAF coordination structures
Results Groups	Constituted	Do not meet regularly	TOR developed	The government is not a member of RGs.

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[66] The Gambia UNDAF 2017-2021
[67] NDP 2018-2021 mid-term evaluation

At the highest level, decisions on the strategic direction and overall coordination of the UNDAF implementation is the responsibility of the Joint National/ UN steering committee. The committee has been constituted and meets at least once a year as planned. The committee meetings were co-chaired by the Secretary General on the part of the government and the Resident Coordinator on the side of the UN. The committee has been effective in its coordination role throughout the UNDAF implementation. Although the membership of other stakeholders such as the CSOs, the private and vulnerable groups could be enhanced in the next programme to ensure national ownership in its implementation.

The joint PCG which is currently chaired by head of a UN agency is responsible for the programmatic direction of the UNDAF implementation at all levels. The purpose of the joint PCG is:

- To ensure strategic and well-coordinated UN system support to the delivery of development results towards achieving the SDGs and the NDP through the implementation of the UNDAF, and

- To promote more effective partnerships and UN system-wide joint programming approach in meeting UNDAF outcomes

The PCG has been constituted and meets regularly (meets quarterly instead of biannually as stated in the UNDAF) and has a well-defined TOR to guide its operations. However, the current committee membership is slightly different from what was proposed in the UNDAF document, with technically two PCG committees. On the one part, there is a UN only PCG meetings where decisions have to be made internally by programme heads of respective UN agencies. On the other hand, there is a joint UN/ government PCG meetings where government representatives such as Permanent Secretaries and directors from selected government ministries[68] are invited to participate in. Also, the participation of the government representatives at senior level (Permanent Secretaries/ Deputy Permanent Secretaries) and other stakeholders in PCG meetings is limited and could be enhanced.

Also, the programme monitoring, and evaluation group has been constituted as planned in the UNDAF. However, there is no evidence of the group holding regular meetings. Thus, the group has been mostly dormant.

To effectively coordinating the planning, implementation, monitoring, and reporting of the respective UNDAF priority areas, the UNCT established three Results Groups[69]. As opposed to what was proposed in the UNDAF, the government[70] and CSOs are not part of the current RG membership. The RGs have been quite instrumental in the UNDAF implementation, including the development of JWPs and coordination of annual reporting of progress. However, the evaluation revealed that the performance of the RGs differs, with some being much more effective than others in terms of frequency of meetings and timeliness of deliverables. It was also observed that responsibilities to lead or chair RG meetings are mostly delegated to Monitoring and Evaluation focal points of the lead ministry, who generally has less convening power. This could be the reason for the low performance of some of the RGs.

5.2 To what extent were responsibilities properly delineated and implemented in a complementary manner?

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[68] In the UNDAF document, the joint PCG membership should include the PSs or DPSs of implementing partner ministries, UN Agencies Heads of Programmes, CSOs and NGOs and Directors of planning of selected ministries

[69] Governance, Economic Management and Human Rights; Human Capital Development; Sustainable agriculture, National Resources, Environment and Climate Change Management

[70] Directors of UNDAF IP ministries

Overall, delineation of responsibilities presented mixed results. While mechanisms[71] were put in place to guarantee mutual accountability and strengthen coordination and collaboration between the UN agencies in activity implementation, there seems to be a particular approach by agencies wanting to take a lead or clearly see itself in many activities the UN is implementing.

A typical example was a UN Agency getting into an activity which is the mandate of another agency without adequately involving the technical lead agency from the inception. On the other hand, responsibilities between agencies working on the UNDAF were clear. Cluster meetings took place, and it was clear which outputs were relevant to which agencies. Any areas for collaboration or potential clashes/duplication of efforts were identified during the yearly activity planning sessions.

Although most thought that responsibilities were properly delineated, the implementation in a complementary manner was less convincing. Whilst the area of mandate is clear, what is happening in the field is encroachment (power in the field depends on the amount of money). Even if is not a priority area, an agency can implement it if it has the money.

5.3 Has coordination functions ensured coherence, harmonization, and synergy among UN agencies?

The degree of harmonization with other partner programs was felt to be satisfactory, whilst others noted that coordination of UNDAF implementation was weak and therefore coherence was negatively impacted. Yearly meetings that took place to discuss activities were found to be useful in identifying synergies and avoiding clashes. Having known what any given institution has planned to do and at what time helped to avoid duplication of resources and helped in forging effective collaboration and linkages for optimal deliveries. Among the UN Agencies, they consult each other, where they realize, they have similar programs/activities, they work together to complement each other, there is that management and coordination, and often have a coordinating committee that meets from time to time to discuss among themselves how to manage and coordinate themselves.

However, there is evidence of some level of overlaps in UN activity implementation. Some agencies wants to lead the implementation even if the activity not in their specific priority area which could results in overlaps. Example of overlaps is the fact that both UNICEF and UNFPA implement sexual and reproductive health activities in rural areas, targeting the same communities and people.

5.4 Has UNDAF improved joint programming among agencies and are the strategies employed by the agencies complementary and synergistic?

There has been some joint programming and coordination

During the UNDAF period, The UNCT in The Gambia has benefitted from a number of joint programmes, implemented by several UN agencies. While reducing the duplication of efforts and strengthening synergies, joint programmes have potential for impact in the attainment of both SDG goals and national priorities. Through the Secretary general's Peacebuilding Fund to sustain peace in countries or situations at risk or affected by violent conflict, the UNCT Gambia s has supported the government's transitional justice programme through joint initiatives aimed at restoring democracy, access to justice and rule of law. The UNCT has supported the establishment of key institutions such as the National Human Rights Commission, The TRRC, the Constitutional Review Commission, etc. However, given that bulk of the joint programmes currently implemented revolve around the peacebuilding fund, there is need to explore joint

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71 Mechanisms such as the program Coordination Group and the UNDAF Result Groups

programmes in other areas of UN intervention. This will help to create synergies across various interventions and strengthen joint programmes.

Summary findings on management and coordination

1. UNDAF implementation structures were constituted with well-defined TORs to guide their activities and operations. However, some of the coordination structures were much more effective than others in terms of membership, participation, and functionality. This has led to weaknesses in coordination, especially at planning, monitoring, and reporting of progress of the UNDAF

2. Although the coordination structures in the UNDAF were adequate, participation of government officials at senior level (Permanent Secretaries and Deputy Permanent Secretaries) and other stakeholders such as CSOs and the private sector could be further enhanced.

3. Although the mandates of the respective agencies are very clear, there is some evidence of lapses in terms of delineation of responsibilities across agencies. This has lead to duplication of efforts in some instances where agencies get into activities which are core mandates of other agencies without using the joint programme approach.

HUMANITARIAN COVERAGE AND CONNECTEDNESS

EQ6

6.1 To what extent have the UNDAF interventions delivered humanitarian assistance to address the humanitarian crisis in the country particularly in terms of geographic and beneficiaries' coverage?

To a large extent, during difficult times such as a pandemic, floods etc., UN agencies provided support to GoTG, and sometimes through a government institution directly to affected areas of the population. UNDAF was sufficiently flexible enough to adapt and ensure relevance to new issues/priorities brought about by major development changes in the country, in particular the political transition, economic challenges, and humanitarian crises. During the COVID-19 pandemic, UNDAF interventions helped produce National Guidelines to ensure minimum disruption in the health service delivery system.

The UNDAF interventions in the areas of social protection, disaster management, COVID 19 response and emergencies such as the cross-border (Casamance) refugee crisis emanating from the crisis in Southern Senegal are testimonies to the fact that the UNDAF has delivered consistently on humanitarian assistance. Prior to UNDAF the assistance was more *ad hoc*, though this is to be expected to a certain extent, and occasionally will remain the case.

UNDAF interventions have delivered humanitarian assistance via School Feeding Programs, during the crisis response to the COVID-19 pandemic and generally in terms of food security. During wet season, some areas are prone to flood causing loss of shelter and livelihood and are supported by jointly working with the National Disaster Management Agency (NDMA).

There was an unprecedented humanitarian assistance provision especially during the beginning of the new GoTG, by the UN Agencies. Although this was led by Government, World Bank provided food assistance and cash transfers to hundreds of thousands of vulnerable families. The UN also provided technical assistance to GoTG in the massive food assistance during 2022.

Response times could be improved. Responses were done manually, and the time is crucial. This is an area to look at e.g., how could digitalization assist, opportunities for early warning systems. Some UN

Agencies played a leading role in identifying sources of donor funds. Assistance is not all in response to acute requirements e.g., floods, assistance has also been delivered in response to chronic requirements as part of the peace-building mandate.

6.2 How have the UNDAF interventions applied the resilience approach linking prevention, preparedness, response, and early recovery with national capacity building to address the humanitarian crisis?

Resilience approaches were applied as an outcome of the Country Food Security Vulnerability Assessment, the Implementation of the Card de Harmonise and through monitoring and reporting on local food and non-food consumer prices to inform policy and planning. In this context, national studies were conducted on the contributions of the fisheries sector to food and nutrition security. These studies helped to inform policy decisions.

While the UN was largely engaged in response, recovery activities were also implemented, though could be strengthened. Vulnerable families have been supported with inputs to promote production and livelihood resilience activities. UNDAF ensured climate changes issues were addressed whilst building resilience in communities at risk. There has been some enhancement of border management systems for the country, though the borders are porous and there are issues around radicalization (e.g. social protection, and food aid) that were not adequately captured. The agencies tend to do the coordination on behalf of GoTG and work with specific agencies. For example, there has been support to the National Disaster Management Agency and the Social Protection Secretariat during needs assessment and then delivery of aid to affected families during emergencies and disasters.

There was a whole Result Area and interventions planned for disaster risk reduction and resilience, yet this was limited to putting in place the required frameworks, systems and plans. There was a need to further the implementation. Throughout the Results Areas there was building resilience of the population, e.g., addressing livelihood challenges (such as support to women's horticultural gardens) which helped in preparing people for more chronic issues such as the pandemic and which enabled response and coping strategies for COVID-19 to be effective.

As part of UNDAF interventions, the GoTG has been assisted to draft and validate the national contingency plan and updated the regional contingency plans for all seven regions. The national hazard profile has also been updated. All of these documents/plans identify potential humanitarian crises and outlined how the country could effectively address these risks.

Capacity building of the GoTG disaster response agencies has been beneficial. The capacity building programs embarked on by UNDAF through their interventions helped in addressing humanitarian crisis in many areas such as communities hit by fire incidents, floods etc. There have been specific resilience-building programs by FAO and WFP which have supported communities and households to cope and bounce back. These agencies also support national capacities during emergencies and when addressing specific hazards e.g., with food relief, seeds, fertilizer, cash etc.

Summary findings on Humanitarian Coverage and Connectedness

1. The UNCT during the UNDAF period has delivered consistently during humanitarian crises by convening meetings of partners and government and galvanizing the needed response to curb the impact of humanitarian crises. The UN has been a key partner in providing humanitarian assistance to the most vulnerable. Notable humanitarian interventions include the COVID-19 response, the cross-border refugee crises from the Casamance region, and the recent floods and windstorms in the country. However, response time and response approach could be improved to enhance delivery.

5 - HUMAN RIGHTS

An assessment of how conducive the context (political, institutional, cultural) is for human rights mainstreaming

The Gambia has ratified a number of regional and international human rights instruments, policies and laws. Since the regime change in 2017, state and non-state actors have made many significant strides towards recognizing, respecting and fulfilling fundamental human rights, freedoms, rule of law, accountability, transparency and due process of the state obligations. The first issue is by domesticating the regional and international instruments and ensuring that legislation is fully aligned with the regional and international standards.

It has been reported that Issues of unlawful detention, the right to political participation, restrictive media laws, denial, or rejection of permits for assembly, discrimination based on "caste," stigma and discrimination based on COVID-19 and/or HIV&AIDS and trafficking in persons are some of the human rights issues that have been addressed. However, it is important to note that there have been other cases reported as well regarding denial of permits for some political party rallies and that the culture of silence for fear of discrimination and/or reprisals has also left most human right cases under reported. This present scenario therefore casts a gloomy picture on the human rights status in-country.

Other specific human rights issues that have been addressed to some degree include, though not limited to, freedom of expression, right to political participation, freedom of association and peaceful assembly, right to health, the rights of women, children, older persons and persons with disabilities, environmental rights, and economic, social, and cultural rights.

Human rights institutions in-country such as the National Human Rights Commission, the Judiciary, Ministry of Interior especially the Police and Immigration and CSOs e.g. The Gambia Participate, Network against Gender-Based Violence, ActionAid International The Gambia, Child Protection Alliance, the Victims Center etc. and some bilateral and multilateral organizations such as the Economic Community of West African States, UNDP, UNICEF, the World Bank, among others including some embassies e.g. the United States Embassy have supported the above processes to a great extent.

The TRRC has been successfully completed and the recommendations emanating from the report has been critically reviewed by GoTG culminating into a White Paper which has accepted almost 98% of the TRRC recommendations. This shows a significant progress by the Government towards upholding human rights in-country and has therefore built hopes for the entire citizenry especially the victims of the atrocities and human rights violations levied by former regime and their families.

In addition, currently the security sector reform and other related reforms such as those of the judiciary and the legislature are at advance stages which will further help to build capacity of the respective sectors towards effectively monitoring and ensuring the prevalence of peace, security, rule of law and respect for human rights in-country.

Table 10: Human Rights Analysis

QUESTION	UNDAF OUTCOME	FINDING (Reflected well)	FINDING (Reflected partially)	FINDING (Not specifically mentioned)	COMMENT
How human rights are reflected (or not) in the design (results framework, indicators, activities, etc.).	1.1 Sustainable Economic Management	🟩			On track to meet target
	1.2 Governance and Human Rights	🟩			On track to meet target
	2.1 Education			🟥	
	2.2 Health			🟥	
	2.3 Nutrition			🟥	
	2.4 Social Inclusion and Protection			🟥	
	2.5 Youth and Gender			🟥	
	3.1 Agriculture and Food Security			🟥	
	3.2 Natural Resources & Env. Management			🟥	
	3.3 Disaster Risk Management			🟥	
How human rights are reflected (or not) in the progress reports and monitoring data (are disaggregated data available?) *Annual Review for 2020 sampled*	1.1 Sustainable Economic Management		🟧		Not disaggregated for human rights
	1.2 Governance and Human Rights		🟧		Not disaggregated for human rights
	2.1 Education			🟥	
	2.2 Health			🟥	
	2.3 Nutrition			🟥	
	2.4 Social Inclusion and Protection			🟥	
	2.5 Youth and Gender			🟥	
	3.1 Agriculture and Food Security			🟥	
	3.2 Natural Resources & Env. Management			🟥	
	3.3 Disaster Risk Management			🟥	
How human rights issues are being addressed? For example, do reports contain information on what have been the UNDAF contributions to the legal empowerment of women?)	*Annual Review for 2020*	Good documentation of dis-aggregated data			For Outcome 1.1 and 1.2
An assessment of how conducive the context (political, institutional, cultural) is for human rights mainstreaming	See text above				
How stakeholders (both women and men) have participated in the various stages and activities of UNDAF	Through various means but principally aligned with Outcome 1.1 and 1.2				

Reflected well	Reflected partially	Not specifically mentioned

6 - CONCLUSIONS

General Conclusions

There is a sense of a lack of professionalism pervading the UN agencies (e.g., undisciplined management of files, lack of corporate institutional memory, steering committee meetings appearing to be optional). Whilst appreciating that there may be a lack of availability, several representatives of the UN agencies simply did not respond to requests for meetings/interviews. Even if there is no availability, a response is reasonable as a professional courtesy, especially as this was a UN evaluation.

The explanation for why the final evaluation of the previous UNDAF simply did not inform the subsequent UNDAF is deeply unsatisfactory.

There was a repeated call for further institutional capacity building in terms of finance, personnel and material support along with intensive supervision, mentoring and coaching so that this would enhance the sustainability of project interventions. However, there was undue emphasis on the need to prolong project support, instead of having short-term interventions, such that it gave the sense that it was just about the money.

Even if this call was heeded, the absence of sustainability within the UNDAF design is also something that would need to be addressed at the same time. There is a clear need for effective due diligence of prospective implementing partners well before going into partnership to give the best chance of program/project success.

Specific Conclusions

Conclusion 1 – Overall, UNDAF 2017-2023 was found to be highly relevant given the country context in 2017 and has remained relevant in guiding the UNs intervention in the country. The UN fully supported The Gambia's transition to democratic rule by promoting rule of law, transitional justice, human rights and reforms such as the security sector reform and the civil service reforms.

Also, despite the disruptions caused by the COVID-19 pandemic, the UNDAF remained flexible in galvanizing the needed support to address the immediate and long-term impact of the pandemic. However, the UNDAF was finalized a year before the NDP 2018-2021. As a result, key government priority areas such as migration were not adequately reflected in the UNDAF priorities and outcomes.

Conclusion 2 - The findings revealed that the absence of a robust TOC has affected the attribution of UN intervention to the changes in outcomes. The results matrix is at outcome level with weak linkage with UN's programmatic interventions. Thus, Results Framework of the UNDAF was not informed by a detailed TOC that clearly defines the intervention logic and the pathways between UN interventions and agreed outcomes.

Conclusion 3 – To ensure the realization of the UNDAF objectives and priorities, several interventions were implemented through joint programmes, JWPs and agency specific programming instruments. However, given that UNDAF indicators were designed to measure change at the outcome level, UNDAF had very little effect on outcomes due to other economic, political and environmental factors outside the control of the UNCT. Thus, the target in the UNDAF results matrix were generally too ambitious. Also, UNDAF came at a time when the country has just emerged from 22 years of dictatorship with high expectations from the citizenry and a lot of lingering institutional and socio-economic challenges.

Conclusion 4 – There is lack of harmonization in the UN support. There is some evidence of lapses in terms of delineation of responsibilities across agencies. This has led to duplication of efforts in some instances where agencies get into activities which are core mandates of other agencies without using the joint programme approach. For instance, a number of agencies have implemented entrepreneurship-related trainings on young people across the country. These could yield better and much sustainable results if implemented through joint programmes supported by two or more agencies.

Conclusion 5 - UNDAF implementation structures were adequate and timely constituted with well-defined TORs to guide their activities and operations. However, some of the coordination structures were much more effective than others in terms of membership, participation, and functionality. The evaluation revealed that participation of government officials at senior level (Permanent Secretaries and Deputy Permanent Secretaries) and other stakeholders such as CSOs, vulnerable groups and the private sector could be further enhanced. This has led to weaknesses in coordination, especially at planning, monitoring, and reporting of progress of the UNDAF. Also, collaboration across the various coordination structures of the UNDAF can be improved to ensure coherence of overall programming.

Conclusion 6 - The findings of the evaluation reveal that the net benefit of the UNDAF interventions may not be sustainable as most of the interventions are channeled to immediate and short-term needs of the beneficiaries and not long-term needs of the communities. Although the plan design stage was quite participatory with district level consultations throughout the country, the sustainability of interventions have not been well-planned at both the design and implementation levels. Given that the involvement of government at high level is limited, this can result to ownership issues, which may affect sustainability of UNDAF interventions.

Conclusion 7 - The UNCT during the UNDAF period has delivered consistently during humanitarian crises by convening meetings together with partners and galvanizing the needed response to curb the impact of humanitarian crises. The UN has been a key partner in providing humanitarian assistance to the most vulnerable. Notable humanitarian interventions include the COVID-19 response, the cross-border refugee crises from the Casamance region, and the recent floods and windstorms in the country. However, response time and response approach could be improved to enhance delivery and resilience of target beneficiaries.

7 -   LESSONS LEARNED

The following lessons were learned during UNDAF implementation from 2017-2021:

- **The UNDAF has been a powerful instrument for convening and galvanizing needed support during times of crises. The UNCT in The Gambia had played a crucial role in convening, planning and responding to the COVID-19 pandemic. The same can be said on the timely response UNCT provides during climate related crises such as floods, windstorms etc.**

- **The UNs approach of implementation using joint programmes has been effective in The Gambia. Through joint programming, the UN has played a crucial role in the promoting the country's transitional justice agenda. This is evident through the support provided to the TRRC and the establishment of the National Human Rights Commission. Thus, there is the need to further strengthen joint programming.**

- During the UNDAF implementation, the UN has forged strong partnerships with the government as the main implementing partner, International Financial Institutions (IFIs), and Civil society organizations.

- The UNDAF was successful in establishing the relevant coordination structures, with government as key members. However, the participation of Civil Society and senior government officials could be enhanced. Thus, the general coordination structures of the UNDAF should be aligned with the NDP to avoid multiplicity of committees, especially at higher level representation.

- The UNDAF did not adequately do a risk analysis of risks and mitigation measures. As a result, implementation was affected by both climate related shocks as well as the COVID-19 pandemic. The Gambian economy is increasingly vulnerable to weather related shocks that should be adequately catered for in subsequent planning frameworks.

- Issues on gender mainstreaming and vulnerable populations were not adequately captured in the UNDAF. Thus, the indicators were generally not gender disaggregated.

- The UNINFO has been a critical platform to facilitate the implementation of the UNDAF through Joint Planning, Monitoring and Reporting. Need to further enhance its usage among agencies

- The UN communicating and delivering as one could be enhanced. Even when implementing joint programmes, agencies tend to development communication and advocacy products in silos.

- Delays in procurement and other bureaucracy sometimes affect the delivery rate of interventions. There is the need to make procurement systems much more efficient to ensure timely delivery.

8 - RECOMMENDATIONS

Recommendation 1: It is recommended that the planning cycle of the new Cooperation Framework be better aligned to the NDP planning cycle to enhance UNs continued relevance and contribution to the attainment of national priorities. Also, the government and other relevant stakeholders should actively participate in the CF formulation process to ensure ownership.

Given the high vulnerability of the economy to shocks, it is recommended that the new CF takes into account such vulnerabilities and possible resilience measures from the design stage. Based on the experience of the UNDAF implementation, the new CF should anticipate the various socio-economic and environmental risks that may likely affect its implementation and provide possible mitigation measures.

Recommendation 2: For the new Cooperation Framework, it is recommended that a robust and comprehensive TOC be developed, with clear pathways describing how interventions are linked to outcomes and priorities, and the accompanying assumptions and risks. This will enhance the degree to which UN contribution can be attributed to changes in the desired outcomes of the new CF.

Recommendation 3: For the new CF, it is recommended that it is monitored by a holistic and robust results matrix with smart, realistic and adequate indicators. It is further recommended that respective UN agencies support special surveys to fill the data gaps as a number of indicators were either missing or without current data.

Recommendation 4: To avoid duplication of efforts and ensure coherence in UN interventions, it is recommended that the UNCT intensify joint planning, programming, and delivery. The use of joint programmes will avoid gaps and overlaps and ensure judicious use of resources.

Recommendation 5: It is recommended that UNCT together with GoTG work to strengthen representation and involvement of the stakeholders in the UNDAF Joint National/UN Steering Committee. Also, it is recommended to ensure its strategic involvement and guidance for UNDAF implementation, through regular meetings and involvement of senior level representation from the Government, UN and CSOs in all CF governance structures.

It is further recommended to enhance and ensure genuine involvement of national partners, including taking lead roles (chairs or co-chairs) in the various coordination structures of the new CF. This will enhance the convening of meetings and their participation in the process. It is recommended to expand the number of participants in the UNDAF Results Groups to include government and CSOs representation. Bringing other partners in will improve planning, implementation, and coordination of activities within UNDAF implementation.

Recommendation 6: To ensure sustainability of the CF interventions, participation of all stakeholders, especially the most vulnerable and stakeholders at the grassroots level should be ensured. Also, it is recommended that exit or sustainability plans are developed in consultation with the beneficiaries at the planning stage of the interventions. For projects and interventions that require technical capacities, the UN should have clear plans to build the capacity of the beneficiaries for sustainability of interventions.

9 -   SUMMARY PERFORMANCE RATING

The UNCT Steering Group responsible for the evaluation should review the report and instigate the recommendations.

The Resident Coordinator must be accountable.

The recommendation must begin implementation within the periods stated.

Exceptionally, the Steering Group should meet every three months chaired by the Resident Coordinator to follow progress and to take remedial action if required.

Recommendation 1: It is recommended that the planning cycle of the new Cooperation Framework be better aligned to the NDP planning cycle to enhance UNs continued relevance and contribution to the attainment of national priorities. Also, the government and other relevant stakeholders should actively participate in the CF formulation process to ensure ownership. Based on the experience of the UNDAF implementation, the new CF should anticipate the various socio-economic and environmental risks that may likely affect its implementation and provide possible mitigation measures.	**Implemented / Partially implemented / Not implemented yet** [Please select one as appropriate]

Actions planned [From the management response.]	Responsible entity (ies)	Timeframe	Resource implication	Progress in implementation / Action taken [If needed, indicate new actions planned]
(a) ...				
(b) ...				

Recommendation 2: For the new Cooperation Framework, it is recommended that a robust and comprehensive TOC be developed, with clear pathways describing how interventions are linked to outcomes and priorities, and the accompanying assumptions and risks. This will enhance the degree to which UN contribution can be attributed to changes in the desired outcomes of the new CF.				**Implemented / Partially implemented / Not implemented yet**
Actions planned [From the management response.]	**Responsible entity (ies)**	**Timeframe**	**Resource implication**	**Progress in implementation / Action taken** [If needed, indicate new actions planned]

Recommendation 3: For the new CF, it is recommended that it is monitored by a holistic and robust results matrix with smart, realistic and adequate indicators. It is further recommended that respective UN agencies support special surveys to fill the data gaps as a number of indicators were either missing or without current data.				**Implemented / Partially implemented / Not implemented yet**
Actions planned [From the management response.]	**Responsible entity (ies)**	**Timeframe**	**Resource implication**	**Progress in implementation / Action taken** [If needed, indicate new actions planned]

Recommendation 4: To avoid duplication of efforts and ensure coherence in UN interventions, it is recommended that the UNCT intensify joint planning, programming, and delivery. The use of joint programmes will avoid gaps and overlaps and ensure judicious use of resources.				**Implemented / Partially implemented / Not implemented yet**
Actions planned [From the	**Responsible**	**Timeframe**	**Resource**	**Progress in implementation /**

management response.]	entity (ies)		implication	Action taken [If needed, indicate new actions planned]

Recommendation 5: It is recommended that UNCT together with GoTG work to strengthen representation and involvement of the stakeholders in the UNDAF Joint National/UN Steering Committee. Also, it is recommended to ensure its strategic involvement and guidance for UNDAF implementation, through regular meetings and involvement of senior level representation from the Government, UN and CSOs in all CF governance structures.				Implemented / Partially implemented / Not implemented yet
Actions planned [From the management response.]	Responsible entity (ies)	Timeframe	Resource implication	Progress in implementation / Action taken [If needed, indicate new actions planned]

Recommendation 6: To ensure sustainability of the CF interventions, participation of all stakeholders, especially the most vulnerable and stakeholders at the grassroots level should be ensured. Also, it is recommended that exit or sustainability plans are developed in consultation with the beneficiaries at the planning stage of the interventions. For projects and interventions that require technical capacities, the UN should have clear plans to build the capacity of the beneficiaries for sustainability of interventions.				Implemented / Partially implemented / Not implemented yet
Actions planned [From the management response.]	Responsible entity (ies)	Timeframe	Resource implication	Progress in implementation / Action taken [If needed, indicate new actions planned]

Criteria/issue	Rating [1, 3]	Summary comments [2]
A. STRATEGIC RELEVANCE	Median score	6
A1. Alignment with SDGs and National strategic priorities	HS HU (6-1)	6 (Section 4)
A2 Relevance to national, regional and global priorities and beneficiary needs	HS HU (6-1)	6 (Section 4)

Criteria/issue	Rating [1,3]	Summary comments [2]
A3. Dynamic and Responsive CF	HS HU (6-1)	6 (Section 4)
B. COHERENCE	**Median score**	
B1. CF position, credibility and reliability	HS HU (6-1)	Not required to be assessed (see ToR)
B2. CF complementarity, harmonization and co-ordination	HS HU (6-1)	Not required to be assessed (see ToR)
B3. Synergies and interlinkages of interventions	HS HU (6-1)	Not required to be assessed (see ToR)
B4. Forging strategic and effective partnerships	HS HU (6-1)	Not required to be assessed (see ToR)
C. EFFECTIVENESS	**Median score**	**4.75**
C1.1 Delivery of CF outputs	HS HU (6-1)	5 (Section 4)
C1.2 Progress towards outcomes	HS HU (6-1)[4]	5 (Section 4)
- Outcome 1	HS HU (6-1)	5
- Outcome 2	HS HU (6-1)	5
- Outcome 3	HS HU (6-1)	5
- Outcome 4	HS HU (6-1)	5
- Outcome 5	HS HU (6-1)	5
- Outcome 6	HS HU (6-1)	5
- Outcome 7	HS HU (6-1)	5
- Outcome 8	HS HU (6-1)	5
- Outcome 9	HS HU (6-1)	5
- Outcome 10	HS HU (6-1)	5
C2. Adopting and promotion of resilience-building approaches	HS HU (6-1)	3 (Section 4)
C3. CF focus on national capacity development	HS HU (6-1)	6 (Section 4)
C4. Targeting the most vulnerable, disadvantaged, and marginalized population	HS HU (6-1)	5 (Section 4)
D. EFFICIENCY	**Median score**	**4.5**
D1. Integrated funding framework	HS HU (6-1)	3 (Section 4)
D2. Collectively prioritized activities based on the needs	HS HU (6-1)	5 (Section 4)
D3. Effective reallocation of resources to emerging needs and priorities	HS HU (6-1)	6 (Section 4)
D.4 Timeliness of actions	HS HU (6-1)	4 (Section 4)
SUSTAINABILITY	**Median score**	**4.25**

Criteria/issue	Rating [1,3]	Summary comments [2]
E1.1. Financial risks	L U (4-1)	4 (Section 4)
E1.2. Socio-political risks	L U (4-1)	2 (Section 4)
E1.3. Institutional and governance risks	L U (4-1)	3 (Section 4)
E1.4. Environmental risks	L U (4-1)	4 (Section 4)
E2. Catalysis and replication	HS U (4-1)	4 (Section 4)
F. ORIENTATION TOWARDS IMPACT	**Median score**	**3.8**
F.1 CF contributions to key institutional, behavioural and legislative changes	HS HU (6-1)	3 (Section 4)
F.2 CF contribution to advance achievement of SDG targets	HS HU (6-1)	4 (Section 4)
F.3 CF contribution to advance cross-cutting concerns on gender equality	HS HU (6-1)	4 (Section 4)
F.4 contribution to advance cross-cutting concerns on human rights and non-discrimination, including disability inclusion	HS HU (6-1)	4 (Section 4)
F.5 contribution to advance cross-cutting concerns on environmental sustainability	HS HU (6-1)	4 (Section 4)
F. FACTORS AFFECTING PERFORMANCE	**Median score**	**3.7**
F1. CF design	HS HU (6-1)	2 (Section 4)
F2. Quality of RCO leadership and effective oversight	HS HU (6-1)	3 (Section 4)
F2.1 Quality of CF implementation by UNCT	HS HU (6-1)	4 (Section 4)
F3. Quality of UNCT coordination and integration	HS HU (6-1)	3 (Section 4)
F4. National ownership on the CF	HS HU (6-1)	3 (Section 4)
F5. CF stakeholder engagement	HS HU (6-1)	5 (Section 4)
F6. Communication, knowledge management and M&E	HS HU (6-1)	2 (Section 4)
F7. Quality of UNCT collective and joint efforts	HS HU (6-1)	4 (Section 4)
Overall rating 4.5		

1. *UNEG Evaluation Guidelines UN Development Cooperation Framework, Appendix 7*
2. *Include reference to the relevant sections in this Report*
3. *See Rating Table below*
4. *Aggregate rating of all outcome ratings*

Rating	Ordinal Scale	Description
Highly Satisfactory	6	*Level of achievement of outputs/outcomes clearly exceeds*

(HS)		*expectations and/or there were no short comings*
Satisfactory (S	5	*Level of achievement of outputs/outcomes was as planned and/or there were no or minor short comings*
Moderately Satisfactory (MS)	4	*Level of achievement of outputs/outcomes likely to be as planned and/or there were moderate short comings*
Moderately Unsatisfactory	3	*Level of achievement of outputs/outcomes somewhat lower than planned and/or there were significant shortcomings*
Unsatisfactory (U)	2	*Level of achievement of outputs/outcomes substantially lower than planned and/or there were major short comings*
Highly Unsatisfactory (HU)	1	*Only a negligible level of achievement of planned outputs/outcomes and/or there were severe short coming*
Unable to Assess (UA)	0	*The available information does not allow an assessment of the level of achievements*

SUSTAINABILITY

The sustainability will be assessed taking into account the risks related to financial, socio-political, institutional, and environmental sustainability of outcomes. The evaluator may also take other risks into account that may affect sustainability:

Rating	*Ordinal scale*	*Description*
Likely (L)	4	*There is little or no risk to sustainability*
Moderately Likely	3	*There are moderate risks to sustainability*
Moderately Unlikely	2	*There are significant risks to sustainability*
Unlikely (U)	1	*There are severe risks to sustainability*
Unable to Assess (UA)	0	*Unable to assess the expected incidence and magnitude of risks to sustainability*

10 - APPENDICES

10.1 - ORGANIZATIONS ENGAGED

Representatives from the following institutions were engaged:

INSTITUTION	
Government	**UN Agencies**
Office of the Vice President	
Ministry of Basic and Secondary Education	Food and Agriculture Organization
Ministry of Finance & Economic Affairs	International Fund for Agricultural Development
Ministry of Gender, Children and Social Welfare	International Organization for Migration
Ministry of Health	International Trade Centre
Ministry of Fisheries and Water Resources	UNAIDS
Ministry of Environment, Climate Change, Natural Resources	UNCDF
Ministry of Agriculture	UNDP
Ministry of Interior	UNESCO
Ministry of Justice	UNFPA
Ministry of Youth and Sport	UNICEF
National Assembly	World Food Program
Independent Electoral Commission	World Health Organization
National Nutrition Agency	
National Disaster Management Agency	
National Environmental Agency	
Banjul City Council	
Kanifing Municipal Council	
Civil Society	**Donors**
Action Aid International	
Agency for Development of Women and Children	African Development Bank
Association of Non-Governmental Organizations in The Gambia	
Association for Promoting Girls' and Women's Advancement	Deutsche Gesellschaft für Internationale Zusammenarbeit GmbH (GIZ)
Child Fund	
Child Protection Alliance	
Concern Universal/United Purpose	International Monetary Fund
Forum for African Women Educationalists- The Gambia	
Foundation for Research on Women's Health, Productivity and the Environment	European Union
Future in our Hands	World Bank

INSTITUTION	
Gambia Committee on Traditional Practices	
Gambia Family	
National Coordinating Organization for Farmer Association of The Gambia Planning Association *(also viewed projects during FGD)*	
National Livestock Owners Association	
Gambia Red Cross Society	
Gambia Participate	
Gambia Press Union	
Gambia Victims Centre	
Independent Electoral Commission	
Network of Journalists on Disaster Risk Reduction	
Pro-Poor Advocacy Group	
TOSTAN	
West Africa Network for Peace building	
Worldwide Evangelism for Christ	
TAF Africa Global (Gambia) Limited	

10.2 - LITERATURE AND DOCUMENTS CONSULTED

YEAR	SOURCE	TITLE
		United Nations
2007	UN	Gender Mainstreaming In Practice: A Toolkit
2018	UNAIDS	UN Joint Program on HIV (2018-2021)
2020	UNAIDS	Final Evaluation of the National Strategic Plan for HIV and AIDS – The Gambia 2015-2020
2019	UNCT	Final Report on Gender Scorecard
2020	UNCT	Support to establish Strategic Policy Planning and Management Unit in the Office of the President, Progress Report
2020	UNCT	Support to establish Strategic Policy Planning and Management Unit in the Office of the President, Final Evaluation
2020	UNCT	Support to establish Strategic Policy Planning and Management Unit in the Office of the President, Final Expenditure Report
2020	UNCT	Gambia Security Sector Reform Terminal Evaluation Final Report 10th June 2020
2020	UNCT	PBF SSR Project Final Report 2020
2020	UNCT	Phase 2 v4_Consultancy for SSR Program Framework
2020	UNCT	SSR - PBF project document - Annex D on budget - 2020-21
2020	UNCT	COVID-19 Socio-Economic Response Plan
2021	UNCT	Project Document: Climate Conflict: Strengthening community coping mechanisms against risks of climate induced conflicts and to minimize gender related vulnerabilities and tensions in The Gambia
2021	UNCT	Progress Report for above
2021	UNCT	PBF Youth Programming Financial Report
2021	UNCT	PBF Youth Programming Narrative Report
2021	UNCT	Climate Change Financials - November 2021 Financials
2021	UNCT	Final PBF Governance and Leadership Project Financial Report - UNICEF UNDP -15112021
2021	UNCT	Final Report Addressing Conflict over Land project May 2021
2021	UNCT	PBF NOVEMBER ANNUAL REPORT ''Strengthening Holistic and Sustainable Reintegration of Returnees''

YEAR	SOURCE	TITLE
2021	UNCT	PBF Annual Progress Report. Community Access to Justice Community Policing and Effective SGBV 12.11_21
2021	UNCT	PBF Rule of Law Financial Report - 15.11.21
2021	UNCT	External Terminal Evaluation of the Transitional Justice and Human Rights Project: Financials
2021	UNCT	External Terminal Evaluation of the Transitional Justice and Human Rights Project: Final Report
2021	UNCT	External Terminal Evaluation of the Transitional Justice and Human Rights Project: Evaluation Report
2021	UNCT	Women and Youth Project Progress Report - Financials
2021	UNCT	Women and Youth Project Progress Report - Progress Report
2021	UNCT	Women and Youth Project Progress Report - Evaluation Report
2017	UNDG	UNDG-UNDAF-Programming-Principles
2010	UNDP	UNDP-OHCHR-Toolkit
2010	UNEG	UNEG Quality Checklist for Evaluation Reports, 2010
2017	UNEG	UNEG Norms and Standards for Evaluation
2021	UNEG	Guidelines for the Evaluation of the United Nations Sustainable Development Cooperation Framework
2016	UNICEF	UNDAF Results
2017	UNICEF	Country Program of Cooperation, 2017–2021: Costed Evaluation Plan
2019	UNICEF	Country Office Annual Report
2019	UNODC	Mainstreaming gender in UNODC evaluations
2020	UNSDG	UN Common Guidance on Helping Build Resilient Societies
2017	WFP	Cost Benefit Analysis of The School Meals Program
2019	WFP	Country Strategic Plan (2019–2021)
		Government
2017		Donor Mapping Report
2018		The Gambia National Development Plan (2018 – 2021)

YEAR	SOURCE	TITLE
2020		Vision 2020
2020		Security Sector Reform Strategy 2020 – 2024
2020		The Gambia Voluntary National Review
2021		2nd Nationally Determined Contribution
2021		National Strategic Plan for HIV and Aids, The Gambia (2021-2025)
2022		The Gambia HIV and AIDS Policy
2011	Gambia Bureau of Statistics	The Gambia Multiple Indicator Cluster Survey 2010, Final Report
2013		Demographic and Health Survey
2019		The Gambia Multiple Indicator Cluster Survey 2018, Survey Findings Report
		UNDAF Documents
2017	UNCT	UN Annual Report – The Gambia: The Strategic Summary of Coordination Results
2018	UNCT	UN Annual Report – The Gambia: The Strategic Summary of Coordination Results
2018	UNCT	UNCT ANNUAL REPORT 2018 Education-UNICEF
2019	UNCT	UN Country Annual Review Report, The Gambia
2020	UNCT	UNCT Annual Report RG2
2020	UNCT	UN Country Annual Results Report, The Gambia
2021	UNCT	UN Country Annual Results Report, The Gambia
2021	UNCT	UNCT-SWAP Gender Equality Scorecard Annual Progress Assessment Report and Action Plan
2021	UNCT	UN Country Annual Results Report, The Gambia
2022	UNCT	Peacebuilding Fund (PBF) in The Gambia
2012-16	UNDAF	UNDAF 2012-2016 Project Documents
2016	UNDAF	The Gambia, UNDAF 2012-2016, Final Evaluation Report
2016	UNDAF	UNDAF Revised Draft (2017-201)
2016	UNDAF	The Gambia United Nations Development Assistance Framework (UNDAF) 2017-2021

YEAR	SOURCE	TITLE
2017	UNDAF	UNDAF Guidance
2017	UNDAF	UNDAF Annual Analytical Review and Meeting Report
2017	UNDAF	UNDAF Final (2017-201)
2018	UNDAF	Results Group 1 Governance
2018	UNDAF	Results Group 1 Human Capital
2018	UNDAF	Results Group 1 Agriculture
2018	UNDAF	JWP Outputs and Indicators
2018	UNDAF	UNDAF Annual Report RG2 2018
2018	UNDAF	UNDAF Pillar II 2018 Report First draft
2018	UNDAF	UNDAF Steering Committee Meeting Minutes, 2018
2019	UNDAF	UNDAF Steering Committee Meeting Minutes, 2019
2020	UNDAF	UNDAF Steering Committee Meeting Minutes, 2020
2020	UNDAF	UNDAF ANNUAL REVIEW DATA COLLECTION RG1
2020	UNDAF	UNDAF ANNUAL REVIEW DATA COLLECTION RG2
2020	UNDAF	UNDAF Joint Work Planning 2020_RG2
2020	UNDAF	UNDAF Budget Expenditure 2020_ UNICEF - Education
2020	UNDAF	ANNUAL - Pillar 2 HCD - Education - UNICEF and WFP
2021	UNDAF	Updated List of Focal Persons by Result Group
2021	UNDAF	UNDAF Steering Committee Meeting Minutes, 2021
		Development Partners
2020	EU	Mid-Term Evaluation: Agriculture for Economic Growth and Food Security/Nutrition to Mitigate Migration Flows
2021	EU	Multi-Annual Indicative Program 2021-2027
2018	FAO	FAO Country Programming Framework Gambia 2018 - 2021

YEAR	SOURCE	TITLE
2020	UN WOMEN	Mapping and analysis of the laws of The Gambia from a gender perspective
2019	World Bank	Systematic Country Diagnostic (World Bank Group 2020); Enterprise Survey 2018
2019	World Bank	Gender Dynamics in Intra-Household Spending in The Gambia unpublished
	Research Organizations	
2019	Dhitima .P.	The Gambia State Building Contract 1 Complementary Support (SBC1 CS), Final Report
2020	Chattopadhyay, S. and Manea, S.	'Leave no one behind' indices 2019. ODI Working paper, London
2021	Chattopadhyay, S. and Salomon, H	'Leave no one behind' indices 2020. ODI Working paper, London
	Websites	
	UNCT	https://gambia.un.org/sites/default/files/2022-02/Annual%20Results%20Report%202020.pdf
	UNDP	http://hdr.undp.org/en/content/latest-human-development-index
	UNDP	http://hdr.undp.org/sites/all/themes/hdr_theme/country-notes/GMB.pdf
	UNINFO	https://unsdg.un.org/sites/default/files/2019-09/UNCT%20GEM%20UN%20INFO%20final%20draft%20June%202019.pdf
	UNSDG	https://unsdg.un.org/sites/default/files/2021-09/UN-Resilience-Guidance-Final-Sept.pdf
	UNSDG	https://unsdg.un.org/sites/default/files/UNDG-UNDAF-Companion-Pieces-1-Programming-Principles.pdf
	World Bank	https://wbl.worldbank.org/en/data/exploreeconomies/gambia-the/2020

10.3 - DATA ANALYSIS BY NVIVO

Interviews were first classified by Results Group type, coded by the Evaluation Criteria and then Queries were then run by Evaluation Question.

10.4 - EVALUATION DESIGN MATRIX

Evaluation Questions, Justification Criteria, Indicators and Sources

	EVALUATION QUESTION	JUDGEMENT CRITERIA	INDICATORS	SOURCES		METHODS
		Relevance		**1°**	**2°**	
EQ1	1.1 To what extent are the outcomes in UNDAF, outputs and interventions identified in the Joint Work Plan (JWP), and agencies' specific Country Program Documents (CPDs) consistent with the NDP, PAGE II, Vision 2020 document, SDGs, Africa Agenda 2063, and other international declarations such as the 2015 Paris Climate Conference (CoP 21) among others? 1.2 To what extent has the UNDAF been flexible to accommodate the emerging issues (e.g., COVID-19)?	1.1. The design of UNDAF aligns with NDP, PAGE II, Vision 2020, SDGs, AA 2063 and the Paris Agreement 1.2. The design of UNDAF allows flexibility to accommodate emerging issues	Ind.1.1.1: relevant statements Ind. 1.2.1 relevant procedures	Primary data from UNDAF	Secondary data from NDP, NDP, PAGE II, Vision 2020, SDGs, AA 2063 and the Paris Agreement	Documentary Review
		Effectiveness				
EQ2	2.1 How effective have the resources and strategies implemented contributed to UNDAF's expected results so far? 2.2 How effective has the UNDAF been in achieving the expected results outlined in the results framework? 2.3 To what extent have the UNDAF intervention contributed to gender equality and women empowerment and benefited targeted institutions, differential groups including the most vulnerable, people with disability, the disadvantaged, and marginalized population?	2.1 The design of UNDAF has enabled the contributing partners to be involved 2.2 The design of UNDAF incorporates a monitoring system to provide necessary, relevant, quality data in order to inform stakeholders on progress of results 2.3 Gender equality and women empowerment have improved 2.4 Vulnerable, people with disability, the disadvantaged, and marginalized population have benefitted from UNDAF	Ind.2.1.1: Several stakeholders agree with the JC, with evidence Ind.2.2.1: Monitoring System outputs Ind.2.3.1: Several stakeholders agree with the JC, with evidence Ind.2.4.1: Several stakeholders agree with the JC, with evidence	Primary data from UNDAF	Secondary data from contributing partners files	Interviews Documentary Review
		Efficiency				

EQ3	3.1 To what extent have results of the UNDAF been achieved in the most cost-effective way possible? 3.2 To what extent where UNDAF resources adequately managed to collectively prioritize activities based on the needs (demand side) rather than on the availability of resources (supply side), and reallocated resources according to the collective priorities and changing needs?	3.1 UNDAF has quantified results allocated to specific budgets that demonstrate this 3.2 UNDAF is able to demonstrate prioritization according to changing need.	Ind.3.1.1: No. of results Ind.3.2.1: Requests to address changing priorities/needs	Primary data from UNDAF	Secondary data from contributing partners files	Interviews Documentary Review
Sustainability						
EQ4	4.1 To what extent will the net benefits of the UNDAF interventions continue or are likely to continue? 4.2 To what extent are the results achieved and the strategies used by the UN System sustainable? 4.3 What are socio-economic, institutional capacities and environmental systems that need to sustain the net benefits of the interventions over time?	4.1 The design of UNDAF allowed for lessons learnt (from previous UNDAFs) to be incorporated into UNDAF as it evolved through its various phases 4.2 Outcomes from previous UNDAFs still prevail 4.3 The design of UNDAF allowed for future development	Ind.4.1.1: Relevant lessons incorporated Ind.4.2.1: Several stakeholders agree with the JC, with evidence Ind.4.3.1: No. of lessons learnt disseminated	Primary data from UNDAF	Secondary data from contributing partners files	Interviews Documentary Review
Management and Coordination						
EQ5	5.1 To what extent were responsibilities properly delineated and implemented in a complementary manner? 5.2 Have coordination functions ensured coherence, harmonization, and synergy among UN agencies? 5.3 Has UNDAF improved joint programming among agencies and are the strategies employed by the agencies complementary and synergistic?	5.1 Documented operational procedures available to manage UNDAF 5.2 Similar operational procedures across the UN agencies with respect to UNDAF 5.3 Effective joint programming is in place 5.4 Coherent and complementary strategies across the UN agencies	Ind.5.1.1: Operational Procedures readily available Ind. 5.2.1: Similar operational Procedures readily available Ind. 5.3.1: Evidence of joint programming Ind. 5.4.1: Several stakeholders agree with the JC, with evidence	Primary data from UNDAF	Secondary data from agency files	Interviews Documentary Review

		Humanitarian Coverage and Connectedness					
EQ6	6.1 To what extent have the UNDAF interventions delivered humanitarian assistance to address the humanitarian crisis in the country particularly in terms of geographic and beneficiaries' coverage? 6.2 How have the UNDAF interventions applied the resilience approach linking prevention, preparedness, response, and early recovery with national capacity building to address the humanitarian crisis?	6.1 Humanitarian assistance has been provided geographically covering many beneficiaries 6.2 Documented evidence of linkages	Ind.6.1.1: Mapping and beneficiary records Ind.6.2.1: Strategy and operational documentation	Primary data from UNDAF	Secondary data from agency files	Interviews Documentary Review

The checklist below[72] was used

Legal empowerment

- Availability of legal services and justice to women and men in different stakeholder groups
- Enforcement of legislation related to the protection of human rights of women and men in different stakeholder groups
- Changes in access to information about claims and decisions related to human rights violations towards women and men in different stakeholder groups
- Change in rights-holders' ability to claim rights, and how/ in which areas
- Change in responsiveness to claims related to human rights violations towards women and men in different stakeholder groups (timeliness, rights holder satisfaction)
- Effect of the enforcement of legislation in terms of treatment of offenders against women and children or other human rights violations

Political Empowerment

- Perceptions as to the degree that different groups (women/men, class, urban/remote, ethnicity etc.) are aware of local politics, and their legal rights
- Types of positions held by women and men in different stakeholder groups in local/ national/sub-national governments
- Types of positions held by women and men of different stakeholder groups in local/ national/sub-national councils/ decision-making bodies
- Knowledge about human rights obligations among women and men duty-bearers at various levels
- Knowledge about human rights among women and men rights-holders of various types

Economic Empowerment

- Ability to make small or large purchases independently
- Extent to which women and men of different stakeholder groups have greater economic autonomy, both in public and private spheres

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[72] *Integrating Human Rights and Gender Equality in Evaluation --Towards UNEG Guidance*

Social Empowerment

- Extent to which women and men of different stakeholders groups have access to networks or negotiation spaces to realize human rights or resolve conflict
- Extent of training or networking among women and men of different stakeholder groups, compared
- Mobility of women and men in different stakeholder groups within and outside their residential locality
- Self-perceptions of changed confidence or capacity in women and men of disadvantaged or marginalized groups

Although the UNDAF was not established to entrain human rights throughout the three strategic priorities, it did perform well where it was intended to perform, principally where human rights was the main focus. The next step is to mainstream human rights throughout the remaining sectors.

10.5 - THEORY OF CHANGE ANALYSIS

The analysis of the soundness of UNDAF result chains: contributing links of the JWPs work plans outputs (and/or CPD outputs) to the UNDAF outcomes and that of UNDAF outcomes to NDP pillars are based on the following assumptions contained in the UNDAF document. The UNDAF was re-aligned to the NDP, and all planning frameworks are aligned to Agenda 2030. The outcomes serve as a mutual accountability framework between the Government and UN System agencies.

The following probing questions strategy was adopted:

In the course of program implementation, how did strategies and activities under Output x contribute to the achievement of Outcome y?

During the implementation, were there any shifts to output x, in terms of revision of formulation, change of activities; or to address emerging issues or other reasons; etc.? Taking stock of the implementation experience, do you think output x, its strategies and activities could have been shifted to better contribute to the achievement of outcome y? If yes, how? This information is awaited but an interim conclusion has been made.

Pillars of The Gambia National Development Plan (2018-2021)	UNDAF Outcomes	Joint Work Plan Outputs (2018-2019)	Evaluation Team		
	In this column, from the UNDAF Results Framework, link UNDAF outcomes with the specific pillars or (SDGs) to which they contribute	In this column, link each JWP Output with the outcomes to which they contribute	Theoretical analysis of the Evaluation Team to establish contributing links **(A)**	Questions to the Results Groups for ToC analysis **(B)** NB: These questions to the Result Groups will inform on whether the ToC needs an adjustment (reconstruction) or not.	Conclusions of the evaluation team members on the alignment between Outputs and outcomes and between outcomes and pillars. **(A)+(B)**
1. Restoring good governance, respect for human rights, the rule of law, and empowering citizens through decentralization and local governance	**Outcome 1.2** Governance and Human Rights (1, 4 5, 8, 9, 10, 16)	**Output: 1.2.1:** Electoral institutions, parliament enabled to perform core functions for improved accountability, participation and representation, including for peaceful transitions. **Output 1.2.2:** Enhanced institutional capacity of the justice and security system to protect human rights and deliver accessible, efficient and accountable justice and security to all, especially women and vulnerable groups. **Output 1.2.3:** Frameworks developed for effective and transparent engagement of civil society, including women's organizations, in national development.	Contributing links between: Pillar 1, Outcome 1.2 and elements of Outputs 1.2.1, 1.2.2, and 1.2.3 e.g. framework (1.2.3) which includes women's organizations to enhance institutional capacity (1.2.2), especially facilitating peaceful transitions (1.2.1) to supporting good governance (Pillar 1)		Alignment satisfactory Alignment satisfactory

Pillars of The Gambia National Development Plan (2018-2021)	UNDAF Outcomes	Joint Work Plan Outputs (2018-2019)	Evaluation Team		
	In this column, from the UNDAF Results Framework, link UNDAF outcomes with the specific pillars or (SDGs) to which they contribute	In this column, link each JWP Output with the outcomes to which they contribute	Theoretical analysis of the Evaluation Team to establish contributing links **(A)**	Questions to the Results Groups for ToC analysis **(B)** NB: These questions to the Result Groups will inform on whether the ToC needs an adjustment (reconstruction) or not.	Conclusions of the evaluation team members on the alignment between Outputs and outcomes and between outcomes and pillars. **(A)+(B)**
2 Stabilizing our economy, stimulating growth, and transforming the economy	**Outcome 1.1** Sustainable Economic Management (1, 2, 4, 8, 9, 10, 17)	**Output 1.1.1:** National and subnational institutions enabled to achieve structural transformation of productive capacities that are sustainable and employment- and livelihoods- intensive **Output 1.1.2:** Capacity of national and subnational-level institutions strengthened to deliver improved basic services, formulate pro-poor and gender-sensitive strategies and plans **Output 1.1.3:** Capacity of National institutions and local stakeholders strengthened to increase employability of returning migrants, youths and vulnerable groups and engage private sectors for sustainable reintegration and development	Contributing links between: Pillar 1, Outcome 1.1 and elements of Outputs 1.1.1, 1.1.2, and 1.1.3 e.g. Strengthened national institutions (1.1.3) to deliver improved basic services (1.1.2) to achieve structural transformation (1.1.1) to assist in stabilization (Pillar 2)		Alignment satisfactory Alignment satisfactory
		Output 3.1.1: Capacity of farmers enhanced through GAP (crop and livestock), access to water and market to	Contributing links between:		

Pillars of The Gambia National Development Plan (2018-2021)	UNDAF Outcomes	Joint Work Plan Outputs (2018-2019)	Evaluation Team		
	In this column, from the UNDAF Results Framework, link UNDAF outcomes with the specific pillars or (SDGs) to which they contribute	In this column, link each JWP Output with the outcomes to which they contribute	Theoretical analysis of the Evaluation Team to establish contributing links **(A)**	Questions to the Results Groups for ToC analysis **(B)** NB: These questions to the Result Groups will inform on whether the ToC needs an adjustment (reconstruction) or not.	Conclusions of the evaluation team members on the alignment between Outputs and outcomes and between outcomes and pillars. **(A)+(B)**
3 Modernizing our agriculture and fisheries for sustained economic growth, food and nutritional security and poverty reduction	**Outcome 3.1** Agriculture and Food Security (1, 2, 14) **Outcome 2.3** Nutrition (2,3,17)	improve production and productivity by 2021 **Output 3.1.3:** Food insecure household get humanitarian assistance **Output 3.1.4:** Capacity of institutions and community-based organizations strengthened on production, post-harvest handling, processing and marketing of fish **Output 2.3.1:** Children, women and other vulnerable groups have equitable access to nutritious foods to ensure healthy development **Output 2.3.2:** Communities knowledge and skills in nutritional practices improved in targeted regions	Pillar 3, Outcomes 1.1 and 2.3 and elements of Outputs 3.1.1, 3.1.2, 3.1.3 and 2.3.1, 2.3.2 e.g. Community knowledge (2.3.2) and access (2.3.1) strengthened with capacity of national institutions (3.1.4) improved and supported where necessary (3.1.3) and farmer capacity improved (3.1.1) to modernize agriculture and fisheries practice and support nutritional security and poverty reduction (Pillar 3)		Alignment satisfactory Alignment satisfactory

Pillars of The Gambia National Development Plan (2018-2021)	UNDAF Outcomes	Joint Work Plan Outputs (2018-2019)	Evaluation Team		
	In this column, from the UNDAF Results Framework, link UNDAF outcomes with the specific pillars or (SDGs) to which they contribute	In this column, link each JWP Output with the outcomes to which they contribute	Theoretical analysis of the Evaluation Team to establish contributing links **(A)**	Questions to the Results Groups for ToC analysis **(B)** NB: These questions to the Result Groups will inform on whether the ToC needs an adjustment (reconstruction) or not.	Conclusions of the evaluation team members on the alignment between Outputs and outcomes and between outcomes and pillars. **(A)+(B)**
4 Investing in our people through improved education and health services, and building a caring society	**Outcome 2.1** Education (4, 5) **Outcome 2.2** Health (3, 6)	**Output 2.1.1:** All children aged 4 – 6 years benefit from formal and informal quality early learning opportunities for enhanced school readiness **Output 2.1.2:** Increased completion rates of children excluded from quality basic and secondary education. **Output 2.1.3** Improved employability and self-employment opportunities for youth **Output 2.2.1:** Maternal, Emergency Obstetric, Neonatal and Child Care services provided nationwide with focus on vulnerable groups. **Output 2.2.2:** Increase availability and use of integrated sexual and reproductive health information and services including Family Planning **Output 2.2.3:** Strengthened national capacity for preparedness, operations readiness	Contributing links between: Pillar 4, Outcomes 2.1, 2.3 and 2.4 and elements of Outputs 2.1.1, 2.1.2, 2.1.3 and 2.2.1 – 2.2.7, and 2.4.1 and 2.4.2 e.g.		Alignment satisfactory

Pillars of The Gambia National Development Plan (2018-2021)	UNDAF Outcomes	Joint Work Plan Outputs (2018-2019)	Evaluation Team		
	In this column, from the UNDAF Results Framework, link UNDAF outcomes with the specific pillars or (SDGs) to which they contribute	In this column, link each JWP Output with the outcomes to which they contribute	Theoretical analysis of the Evaluation Team to establish contributing links **(A)**	Questions to the Results Groups for ToC analysis **(B)** NB: These questions to the Result Groups will inform on whether the ToC needs an adjustment (reconstruction) or not.	Conclusions of the evaluation team members on the alignment between Outputs and outcomes and between outcomes and pillars. **(A)+(B)**
	Missing in 2018 Results Report	and response to PH emergencies: (WHO) **Output 2.2.4:** Strengthened PHC system providing equitable and quality health services with particular focus on maternal, neonatal and child health **Output 2.2.5:** Institutional capacities built to provide equitable and quality RMNCAH services for all; **Output 2.2.6:** Community level capacities are strengthened to deliver quality maternal and child health **Output 2.2.7:** Communities and institutions have equitable access to WASH services including during humanitarian situations and adopt improved hygiene behaviours	Social protection in place (2.4.1 and 2) and access to WASH (2.2.7) strengthened community capacity (2.2.6) and of national institutions (2.2.5) improved PHC (2.2.4) strengthened preparedness (2.2.3) supported sexual and reproductive health (2.2.2) improved employment (2.2.1) and increased education completion (2.1.3) enhanced school readiness (2.1.1) and improved completion rates (2.1.2) to support an improved education and health services, and building a caring society (Pillar 4)		Alignment satisfactory

Pillars of The Gambia National Development Plan (2018-2021)	UNDAF Outcomes	Joint Work Plan Outputs (2018-2019)	Evaluation Team		
	In this column, from the UNDAF Results Framework, link UNDAF outcomes with the specific pillars or (SDGs) to which they contribute	In this column, link each JWP Output with the outcomes to which they contribute	Theoretical analysis of the Evaluation Team to establish contributing links **(A)**	Questions to the Results Groups for ToC analysis **(B)** NB: These questions to the Result Groups will inform on whether the ToC needs an adjustment (reconstruction) or not.	Conclusions of the evaluation team members on the alignment between Outputs and outcomes and between outcomes and pillars. **(A)+(B)**
		Output 2.4.1: A functional/appropriate national Social Protection programs in place for the vulnerable groups/communities **Output 2.4.2:** Protection systems is in place to ensure the rights of women and children			Alignment satisfactory
	Outcome 2.4 Social Inclusion and Protection				Alignment satisfactory

Pillars of The Gambia National Development Plan (2018-2021)	UNDAF Outcomes	Joint Work Plan Outputs (2018-2019)	Evaluation Team		
	In this column, from the UNDAF Results Framework, link UNDAF outcomes with the specific pillars or (SDGs) to which they contribute	In this column, link each JWP Output with the outcomes to which they contribute	Theoretical analysis of the Evaluation Team to establish contributing links **(A)**	Questions to the Results Groups for ToC analysis **(B)** NB: These questions to the Result Groups will inform on whether the ToC needs an adjustment (reconstruction) or not.	Conclusions of the evaluation team members on the alignment between Outputs and outcomes and between outcomes and pillars. **(A)+(B)**
	(3, 5)				
5 Building our infrastructure and restoring energy services to power our economy	No equivalent				
6 Promoting an inclusive and culture-centred tourism for sustainable growth	No equivalent				
7 Reaping the demographic dividend through an empowered youth	**Outcome 2.1** Education (4, 5) **Outcome 2.5**	**Output 2.1.3** Improved employability and self-employment opportunities for youth **Output 2.5.1:** Increased national capacity to advocate for and deliver evidence-based programs targeting women and girls at risk of gender-based violence, FGM and Child Marriage	Contributing links between: Pillar 7, Outcomes 2.1 and 2.5 and elements of Outputs 2.1.3, 2.5.1 – 2.5.4) e.g. Increased national capacity health needs in national laws, policies		Alignment satisfactory

Pillars of The Gambia National Development Plan (2018-2021)	UNDAF Outcomes	Joint Work Plan Outputs (2018-2019)	Evaluation Team		
	In this column, from the UNDAF Results Framework, link UNDAF outcomes with the specific pillars or (SDGs) to which they contribute	In this column, link each JWP Output with the outcomes to which they contribute	Theoretical analysis of the Evaluation Team to establish contributing links **(A)**	Questions to the Results Groups for ToC analysis **(B)** NB: These questions to the Result Groups will inform on whether the ToC needs an adjustment (reconstruction) or not.	Conclusions of the evaluation team members on the alignment between Outputs and outcomes and between outcomes and pillars. **(A)+(B)**
	Youth and Gender (1, 3, 5, 10, 16)	**Output 2.5.2:** Increased national capacity on programming for Demographic Dividend **Output 2.5.3:** Increased national capacity to design and implement community- and school-based comprehensive sexuality education programs that promote human rights and gender equality **Output 2.5.4:** Increased national capacity to conduct evidence-based advocacy and capacity building interventions to incorporate adolescents and youth sexual and reproductive health needs in national laws, policies and programs established and	(2.5.4) sexuality education (2.5.3) obtain the demographic dividend (2.5.2) increase capacity to deal with FGM and GBV (2.5.1) and improved employability (2.1.3) to support a demographic dividend (Pillar 7)		Alignment satisfactory

Pillars of The Gambia National Development Plan (2018-2021)	UNDAF Outcomes	Joint Work Plan Outputs (2018-2019)	Evaluation Team		
	In this column, from the UNDAF Results Framework, link UNDAF outcomes with the specific pillars or (SDGs) to which they contribute	In this column, link each JWP Output with the outcomes to which they contribute	Theoretical analysis of the Evaluation Team to establish contributing links **(A)**	Questions to the Results Groups for ToC analysis **(B)** NB: These questions to the Result Groups will inform on whether the ToC needs an adjustment (reconstruction) or not.	Conclusions of the evaluation team members on the alignment between Outputs and outcomes and between outcomes and pillars. **(A)+(B)**
		generating climate related intelligence			
8 Making the private sector the engine of growth, transformation, and job creation	No equivalent				
9 A public sector that is efficient and responsive to the citizenry	No equivalent				
10 Empowering the Gambian Woman to realize her full potential	**Outcome 2.5** Youth and Gender (1, 3, 5, 10, 16)	**Output 2.5.1:** Increased national capacity to advocate for and deliver evidence-based programs targeting women and girls at risk of gender-based violence, FGM and Child Marriage **Output 2.5.2:** Increased national capacity on programming for Demographic Dividend **Output 2.5.3:**	Contributing links between: Pillar 10, Outcomes 2.5 and elements of Outputs 2.5.1 – 2.5.4) e.g. Increased national capacity health needs in national laws, policies (2.5.4) sexuality education (2.5.3) obtain the demographic		Alignment satisfactory Alignment satisfactory

Pillars of The Gambia National Development Plan (2018-2021)	UNDAF Outcomes	Joint Work Plan Outputs (2018-2019)	Evaluation Team		
	In this column, from the UNDAF Results Framework, link UNDAF outcomes with the specific pillars or (SDGs) to which they contribute	In this column, link each JWP Output with the outcomes to which they contribute	Theoretical analysis of the Evaluation Team to establish contributing links **(A)**	Questions to the Results Groups for ToC analysis **(B)** NB: These questions to the Result Groups will inform on whether the ToC needs an adjustment (reconstruction) or not.	Conclusions of the evaluation team members on the alignment between Outputs and outcomes and between outcomes and pillars. **(A)+(B)**
		Increased national capacity to design and implement community- and school-based comprehensive sexuality education programs that promote human rights and gender equality **Output 2.5.4:** Increased national capacity to conduct evidence-based advocacy and capacity building interventions to health needs in national laws, policies and programs established and generating climate related intelligence	dividend (2.5.2) increase capacity to deal with FGM and GBV (2.5.1) to support Gambian women realizing full potential (Pillar 10)		
11 Enhancing the role of the Gambian diaspora in national development	No equivalent				
		Output 3.1.1: Capacity of farmers enhanced through GAP (crop and livestock), access to water and market to	Contributing links between: Pillar 11, Outcomes 3.1, 3.2 and 3.3 and		Alignment satisfactory

Pillars of The Gambia National Development Plan (2018-2021)	UNDAF Outcomes	Joint Work Plan Outputs (2018-2019)	Evaluation Team		
	In this column, from the UNDAF Results Framework, link UNDAF outcomes with the specific pillars or (SDGs) to which they contribute	In this column, link each JWP Output with the outcomes to which they contribute	Theoretical analysis of the Evaluation Team to establish contributing links **(A)**	Questions to the Results Groups for ToC analysis **(B)** NB: These questions to the Result Groups will inform on whether the ToC needs an adjustment (reconstruction) or not.	Conclusions of the evaluation team members on the alignment between Outputs and outcomes and between outcomes and pillars. **(A)+(B)**
11 [*sic*] Promoting environmental sustainability, climate resilient communities and appropriate land use	**Outcome 3.1** Agriculture and Food Security (1, 2, 14) **Outcome 3.2** Natural Resources & Env. Management	improve production and productivity by 2021 **Output 3.1.3:** Food insecure household get humanitarian assistance **Output 3.1.4:** Capacity of institutions and community-based organizations strengthened on production, post-harvest handling, processing and marketing of fish **Output 3.2.1:** Frameworks strengthen, and capacities enhanced for sustainable management of natural resources. **Output 3.2.2:** Scaled-up actions on climate change adaptation and mitigation implemented **Output 3.2.3:** Inclusive and sustainable solutions adopted to achieve increased renewable energy access and efficiency **Output 3.3.1:** DRR and Climate Change Adaptation (CCA) preparedness	elements of Outputs 3..1.1 – 3.1.4; 3.2.1 – 3.2.3 and 3.3.1-3.3.2) e.g. Increased production and post-production capacity (3.1.4) supported where necessary (3.1.3) and enhancing farmer capacity plus increased renewable energy access and efficiency (3.2.3) scaled up adaptation and mitigation (3.2.3) and improved sustainable managmnet (3.21.) plus Gender-responsive disaster and climate risk management (3.3.2) and effective preparedness systems in place (3.3.1) to		Alignment satisfactory

Pillars of The Gambia National Development Plan (2018-2021)	UNDAF Outcomes	Joint Work Plan Outputs (2018-2019)	Evaluation Team		
	In this column, from the UNDAF Results Framework, link UNDAF outcomes with the specific pillars or (SDGs) to which they contribute	In this column, link each JWP Output with the outcomes to which they contribute	Theoretical analysis of the Evaluation Team to establish contributing links **(A)**	Questions to the Results Groups for ToC analysis **(B)** NB: These questions to the Result Groups will inform on whether the ToC needs an adjustment (reconstruction) or not.	Conclusions of the evaluation team members on the alignment between Outputs and outcomes and between outcomes and pillars. **(A)+(B)**
	(2, 3, 5, 7, 12, 13, 14, 15) **Outcome 3.3** Disaster Risk Management (1, 2)	systems put in place to effectively address the consequences of and response to hazards **Output 3.3.2:** Gender-responsive disaster and climate risk management integrated into the development planning and budgetary frameworks of key sectors	promoting environmental sustainability, climate resilient communities and appropriate land use (Pillar 11)		
12 Making The Gambia a Digital Nation and creating a modern information society	No equivalent				
13 A civil society that is					

Pillars of The Gambia National Development Plan (2018-2021)	UNDAF Outcomes	Joint Work Plan Outputs (2018-2019)	Evaluation Team		
	In this column, from the UNDAF Results Framework, link UNDAF outcomes with the specific pillars or (SDGs) to which they contribute	In this column, link each JWP Output with the outcomes to which they contribute	Theoretical analysis of the Evaluation Team to establish contributing links **(A)**	Questions to the Results Groups for ToC analysis **(B)** NB: These questions to the Result Groups will inform on whether the ToC needs an adjustment (reconstruction) or not.	Conclusions of the evaluation team members on the alignment between Outputs and outcomes and between outcomes and pillars. **(A)+(B)**
engaged and is a valued partner in national development	No equivalent				
14 Strengthening evidence-based policy, planning and decision-making	No equivalent				

10.7A PARTIAL RE-CONSTRUCTION OF THE RESULTS MEASUREMENT FRAMEWORK

These tables were re-constructed from multiple uncontrolled sources.

Strategic Priority 1   **Governance, Economic Management and Human Rights**

OUTCOME (UNDAF)	UNDAF OUTPUT & INDICATORS (2017)	SOURCE	STATUS
1.1 Sustainable Economic Management - By 2021 accelerate inclusive and sustainable economic growth to reduce poverty and inequality for the vulnerable groups.	1.1.1: National and subnational institutions enabled to achieve structural transformation of productive capacities that are sustainable and employment- and livelihoods- intensive. • Number of gender-sensitive strategies, in place at the national and sub-national levels to generate and strengthen employment and livelihoods. Baseline: 3 sectoral; 0 regional strategies; Target: 6 sectoral; 4 regional strategies; • Number of schemes that expand and diversify the productive base. Baseline: 0 central; 2 urban; 0 rural; Target: 2 central; 3 urban; 6 rural • Number of new jobs and other livelihoods generated, disaggregated by sex and age. Baseline: 700 men; 600 women; 600 youth; Total: 1,100; Target: 10,000 men; 15,000 women; Total: 25,000 (of which 60% are youth)	Unknown (possibly 2020)	• 113 Social and Health workers have been trained on Nutrition and HIV/TB. The training in all the regions covered the interconnectedness of immunosuppressive illnesses and nutritional needs, nutritional assessments, prevention and treatment of malnutrition, nutrition counselling and education. • Malnourished pregnant and lactating women (PLW) identified through RCH clinics are provided with specialized nutritious foods (super cereal). The criteria to be enrolled in the PLW program is Mothers with MUAC <23cm, <18 years and Mothers that are **HIV+**. In 2020, 8,083 PLW received specialized Nutritious foods.(WFP) • 4,980 beneficiaries (16% female) benefited in training and support services within the governance and economic management pillar. • 502 MSNEs of which 207 (42%) females supported in the areas of business skills, entrepreneurial management and financial inclusion.
	1.1.2: Capacity of national and subnational-level institutions strengthened to deliver improved basic services, formulate pro-poor and gender-sensitive strategies and plans. • Number of national and subnational governments with functioning planning, budgeting and monitoring systems. Baseline: 2; Target: 6 • Number of national statistical surveys that produced informed, gender-sensitive policies and plans. Baseline: 2; Target: 5	Unknown (possibly 2020)	• Supported country studies and surveys such as MICS, DHS, HIS, Cost of Hunger Survey and Financial Inclusion Survey. • Supported the Local Government Councils to develop Strategic Plans and training in Public Finance Management (PFM).

OUTCOME (UNDAF)	UNDAF OUTPUT & INDICATORS (2017)	SOURCE	STATUS
1.1.2: Governance and Human Rights - By 2021 Institutional reforms implemented to ensure rule of law and guarantee the protection of the human rights of all including access to justice, gender equality, access to basic services and democratic participation in decision-making.	1.2.1: Electoral institutions enabled to perform core functions for improved accountability, participation and representation, including for peaceful transitions. • Voter participation in elections disaggregated by sex and age. Baseline: Presidential elections, 82%; National Assembly, 50%; local government, 12% (2011-2013); Target: Presidential, 88%; National Assembly, 65%; local government, 40% (2016-2018) • Number of women participating as candidates in local and national elections. Baseline: 20/114 for local government, 4/48 for national assembly; Target: 40/114 for local government; 15/55 for national assembly		• Supported the establishment of the Department of Strategic Policy and Delivery within the Office of the President. • Supported the first Annual Review of the National Development Plan (NDP) • Supported the formulation of 13 Policies and Strategies (88%) of the UNDAF target. • Capacity building of National Assembly Committees (Human Rights and Constitutional Matters, Projects and Public Enterprises) for better oversight functions. • Support to the Victim Centre Platform to enhance engagement with the Transitional Justice system. • Supported sensitization and outreach activities of the TRRC. • Supported the Constitutional Review Commission to ensure that pertinent Human Rights concerns are addressed in the drafting of the constitution. • Established the U-Report Platform reaching 6,000 young people in the areas of Gender Based Violence and inclusion of the concerns of young people in the Transitional Justice systems. • Supported Legal Aid clinics within 8 communities
	1.2.2: Enhanced institutional capacity of the justice system to deliver accessible, efficient and accountable justice to all, especially women and vulnerable groups. • Number of legal aid / ADR centres established. Baseline: 3 / 3; Target: 5 / 5 • Number of beneficiaries, particularly women and vulnerable groups, using legal aid / ADR centres, disaggregated by sex. Baseline: 672 cases, 40% women; Target: 3,000 cases, 60% women	Unknown (possibly 2020)	• 621 criminal justice actors (31% female) trained to effectively deliver justice in line with international conventions and instruments. • Supported the formulation/revision of 6 legislative bills (Access to information, Laws on gender discrimination, drug control, criminal procedures, criminal offence, National Migration Policy).
	1.2.3. Frameworks developed for effective and transparent engagement of civil society, including women's organizations, in national development. • Number of open platforms and networks established. Baseline: 2; Target: 5 Number of civil society organizations, including women's organizations participating in these platforms. Baseline: 8; Target: 12	Unknown (possibly 2020)	75 VDCs and WDC members were trained in 2020, a total of 570 community members were sensitized on the Local Government act and the Role of Women and Youths in the Decentralization processes.

Strategic Priority 2　　　　**HUMAN CAPITAL DEVELOPMENT**

UNDAF OUTCOME	UNDAF OUTPUT & INDICATORS (2017)	SOURCE	STATUS
2.1: Education - Increased access to inclusive and equitable quality and relevant education for all with special focus on the most vulnerable.	2.1.1: All children aged 4 – 6 years benefit from formal and informal quality early learning opportunities for enhanced school readiness. • Percentage of trained ECD teachers/ facilitators. *Baseline (2015): 49.2% Target: 70%* • Gross enrolment ratio in pre-primary education. *Baseline (2015): 45.4% (male – 44.6 & female – 46.1); Target: 70%* • % of children entering primary school with ECD experience. *Baseline 45%; Target 70%*	Source - EMIS 2020: Male: 67% (24,594 children) Female: 69% (27,073 children); Total: 68% (51,667 children out of a total enrolment of 74,594 Grade 1 children) and nominal values for the second year in a row (2019 and 2020). About 51,667 Grade 1 children (68%) had ECD experience which increased from 48,454 children (65%) in 2019. Similarly, the proportion of and number of boys and girls increase from 2019 to 2020. Boys increased from 23,324 (65%) to 24,594 and girls from 25,130 (65%) to 27,073 (69%).	The 2019/2020 academic year started well and on an optimistic note. Increased number of children with formal early learning experience started Grdae1 compared to 2018/2019 academic year. However, with the emergency of COVID-19 pandemic all schools and learning institution were indefinitely closed. This instantly sent over 700,000 children out of school and over 22,972 teachers dysfunctional. Children who just started the formal early learning experience in ECD were completely disrupted. Government with UN support started the distance learning programme to fill the void. This was conduit to carry COVID-19 infection prevention and control messages, keep children at home to stop further spread of the virus and provided opportunity for continuity of learning. Unfortunately, due to the weak infrastructure and capacity to deliver national wide distance learning programme, most children did not benefit from the service. Many children were observed loitering in the streets, engage in petty trading and thus being exposed to multiple risk and vulnerabilities. WFP provided daily school feeding to 312 schools across four education regions benefiting 121,478 children before the COVID-19 pandemic struck. During the school closure due to the pandemic, Take-home ration consisting of 1,227.348 MT rice and 147.88MT vegetable oil was distributed amongst 73,939 families whose children attend these schools. 96 % of these Lower Basic Schools supported have ECD components. WFP has begun consultations with MoBSE and other partners on the 10 years handover programme in Home Grown School Feeding. WFP and other partners also supported MoBSE in the development of the safe re-opening and catch-up plan for all Lower Basic schools the COVID-19 pandemic
	2.1.2: Increased completion rates of children excluded from quality basic and secondary education. • % children out of school: *Baseline (2010): 26%; Target: 15%;*	Source - EMIS 2020: Upper Basic: boys – 57.4%; girls – 63.5%; Total: 60.6% Secondary: boys – 41.8%; Girls – 46.0%; Total: 44.0% From 2019 to 2020 improvement in completion rates is recorded in both levels. Upper Basic increased from 59% to	The year under review recorded improvement in completion rate over the previous year (2019). The impact of COVID-19 demonstrated the extent of the vulnerability of the education system. A snapshot assessment conducted by MoBSE and UNICEF of absenteeism during the 2020 Grade 9 and 12 examinations show that not less than 389 children was absent from these examinations (218 females – 56.04%) and (169 males – 43.44%).

UNDAF OUTCOME	UNDAF OUTPUT & INDICATORS (2017)	SOURCE	STATUS
		60.6%, while Secondary increased from 41.9% to 44.0%. There was increase in all parameters of completion (sex and level). Although investments in girl's education are yielding fruits, bigger proportion of girls than boys completed at both levels.	What is interesting with the absenteeism is that up to 43 per cent of those absent from the exams, the teacher could not confirm the reason. Further about 17 per cent attributed absenteeism to marriage and pregnancy. The full impact of COVID-19 on school completion is yet to be determined. Seventy nine (79) percent of the children receiving daily meal are in the Lower basic schools. WFP supported MoBSE in the developing re-opening for grades 9 and conducted disinfecting of the school environment
	2.1.3: Continued access to quality education for children affected by humanitarian situations. • Number of school aged boys and girls (3 to 17) affected by crisis receiving learning materials: *Baseline: 0; Target: 5,000*	Unknown (possibly 2020)	• *150,000 children reached for school feeding programs.*
	2.1.4: Improved employability and self-employment opportunities for youth. • # of training institutions that improved training programmes and/or operational performance. *Baseline 2016: 0; Targets 2020: 10* • # of youths completing a project funded technical and/or vocational training programme or apprenticeship. *Baseline 2016: 0; Targets 2020: 7,000* • # of youths benefitting from awareness raising, skills development and training under project. *Baseline 2016: 0; Targets 2020: 100,00* • Placement rate of youths trained in TVET programmes (disaggregated by sex, age and location). *Baseline 2016: 0; Targets 2020: 100* • # of trained youths who started their own business (disaggregated by sex, age and location). *Baseline 2016: 0; Targets 2020: 200* • #of policies/strategies supported. *Baseline: 2016: 1; Target:2020: 3*	Unknown (possibly 2020)	• *1043 migrants requiring various forms of assistance ranging from return, mental health counseling and medical support were assisted*

UNDAF OUTCOME	UNDAF OUTPUT & INDICATORS (2017)	SOURCE	STATUS
2.2: Health - Increase equitable access to quality health for all including the most vulnerable.	2.2.1: Maternal, Emergency Obstetric, Neonatal and Child Care services provided nationwide with focus on vulnerable groups. • % of population with access to health care facilities. *Baseline: 93; Target: 100* • Number of health facilities with B-EMOC services. *Baseline: 2; Target: 12* • % of deliveries attended by trained health personnel. *Baseline: 56.6%; Target: 70%* • Proportion of children <1 year fully immunized; *Baseline: 76%; Target: 85%* • Existence of a functional national system for maternal death surveillance and response *Baseline: no; Target: Yes*	Unknown (possibly 2020)	• Joint review and monitoring of maternal and child health indicators: MDSRs, Perinatal death reviews, Quality of Care Assessment: ✓ Joint assessment of selected heath facilities by UN H6 led to interventions at Essau District Hospital • Support the refurbishment of Essau District Hospital to provide comprehensive emergency obstetric services, medical equipment and supplies were also provided. • Supported procurement of GenXpert testing for early infant diagnosis. This point care technology allows for testing at decentralized level. The machine will be placed at Essau District Hospital which will complete the efforts of the UN H6 to support the ministry of health in setting up regional centers of excellence as part of Center of Excellence in Maternal and Newborn Care (CEMAN). • Supported the training of health workers on the management of Emergency Maternal Child and Newborn Health (EMNCH), this training will provide the health workers with the skills and capacity of management of illnesses associated with maternal and newborn health. • Improve RMNCH services (BeMONC, CeMONC, Immunization, PMTCT, RH, etc) through capacity building, and provision of essential equipment and supplies: • RMNCAH/EPI conducted joint interventions for the improvement of integration • EPI surveillance activities conducted to assess quality of immunization services in all regions • Support provided for the development of guidelines for continuity of essential services • Support the Training of Midwives • Support the conduct of Fistula surgeries • Support the conduct of advocacy meeting on Maternal Health
	2.2.2: Increase availability and use of integrated sexual and reproductive health information and services including Family Planning • Existence of a National Family Planning Policy. *Baseline: no; Target: yes* • % of national health facilities with no stock-outs of modern contraceptives in the last three months. *Baseline: 75%; Target: 100%*	Unknown (possibly 2020)	• Procurement of contraceptives and maternal lifesaving medicines • Support the training of service providers on contraceptive technology • Support the training of Community Based Distributors to ensure more coverage and enhance reaching of last mile • Support the production of RMNCAH Job Aids, SoPs to enhance service delivery

UNDAF OUTCOME	UNDAF OUTPUT & INDICATORS (2017)	SOURCE	STATUS
	2.2.3: Capacity of health systems strengthened through improved coordination to respond to public health emergencies and NCDs. • Number of new Availability of a functional health partnership forum. *Baseline: No Target: Yes* • Number of health sector reviews. *Baseline: 0; Target: 4*	Unknown (possibly 2020)	• Support the Continuity of essential health services during the COVID pandemic as key member of the committee • Supported development of proposals to Global Fund on both Risk Communication and Community Engagement and funding was received • Technical support and training of regional and community structures on COVID to response and development of COVID action plans to build resilience to COVID and accountability in their response • Media engagement through posters, radio and TV spots on COVID that messages reach the population • Utilization of Reporting and feedback mechanism to include Report and Rapid Pro and 1025 to promote feedback and complain mechanism (this is a component of accountability to affected population • Provided procurement services for COVID supplies to include test kits and PPEs • Provided support to children in quarantine and isolation centers with food, toys and other supplies • Support the Continuity of essential health services in all the regions • Support COVID-19 Risk Communication activities through the production of Posters, Radio and Television Spots • Support procurement and supply of PPEs to for the health facilities across the country • Provided 1,500 Dignity-kits to COVID-19 quarantine and treatment centres • Support COVID-19 Psychosocial subcommittee planned activities • Provided Technical and Financial support for the implementation of first ever Community Surveillance Intervention in CRR and URR with training and deployment of 40 volunteers in each of the Regions. Coordination • Supported the development of the coordination structures for the National COVID 19 response • Developed ToRs and constituted the different subcommittees for the response • Provided technical support in the daily coordination meetings to all the pillars Surveillance • Revised the suspected case definition for COVID-19 to align it to the phase of the pandemic in the country

UNDAF OUTCOME	UNDAF OUTPUT & INDICATORS (2017)	SOURCE	STATUS
			• Shared the template and supported the development of daily situation report for the COVID 19 outbreak and response in the country • Developed a protocol for testing of high-risk groups for COVID19 across the country • Trained 150 contact tracers nationwide • Recruited three staff to support MOH with surveillance, RRT and contact tracing • Developed quarantine and isolation guidelines including home-quarantine and isolation. Case Management • Provided support to convert the TB Sanatorium into a National COVID19 treatment center • Trained 100 trainers (health care workers) on case management and IPC and step-down training conducted in all hospital and major and minor health facilities nationwide. • Organized a psychosocial support session for the multidisciplinary team assigned to the treatment center • Provided technical support for the development of COVID-19 case management guidelines, SOPs and protocols • Developed a technical report for the repurposing of Ndemban Hospital into a COVID-19 treatment center including categorization of patient, flow of staff, patient, PPE requirement and waste disposal • Developed a comprehensive layout for the construction of three Regional Treatment Centers including catergorization of patients, infection prevention and control and waste management • Developed national guidelines for home-based care of COVID-19 patients Laboratory • Advocated for and supported the development of capacity within the National Public Health Laboratory • Trained 100 sample collectors for COVID-19 from Private facilities, NGO's and Faith based clinic across the country • Trained 50 trainers for sample collection from hospitals, major and minor health facilities • Developed a National Laboratory scale up plan for expansion of testing capacity for COVID-19 across the country • Built 30 sample collection booths for COVID

UNDAF OUTCOME	UNDAF OUTPUT & INDICATORS (2017)	SOURCE	STATUS
			Infection Prevention and Control • Developed an IPC action plan for COVID-19 • Trained 12 National trainers on comprehensive COVID19 IPC guidelines • Conducted assessment of selected hospitals, major and minor health centers • Developed comprehensive National COVID19 IPC guidelines Logistics • Shared and trained logistic staff on the WHO forecasting and quantification tool for COVID 19 supplies • Supported the National COVID 19 response with nearly $1,000,000 worth of critical and essential medical, diagnostic and IPC supplies
	2.2.4: Strengthened PHC system providing equitable and quality health services with particular focus on maternal, neonatal and child health • % children aged 0-59 months with symptoms of pneumonia taken to an appropriate health provider. *Baseline (2013): 68%; Target: 80%* • Number of PHC working party meetings. *Baseline: 0; Target: 10* • Availability of a new-born strategy. *Baseline: No; Target: Yes* • Percentage of facilities reporting quality (timely, complete) data per region. *Baseline: 57%; Target: 95%*	Unknown (possibly 2020)	**Indicator 1**: • Develop Hepatitis Treatment guidelines • Review HRH Strategic Plan implementation • Assess Capacity Building needs for existing health workers • Update HRH Policy • Develop HRH Strategic Plan • Develop Dietary Guidelines and monitor malnutrition • Review Births and deaths and roll out birth registration digitalization • Develop Investment plan based on Health systems assessment reports (Service Delivery, HRH, HMIS) I**ndicator 2**: • Support jointly monitoring of RMNCAH supported interventions • Implement core activities for Health Insurance • Development of Essential Health Care Package & Benefit Package • Guidelines and protocols for transition to DTG completed **Indicator 3**: • Pilot WHO Package of Essential Non communicable Diseases Intervention in 6 Major Health Facilities (Basses, Brikama, Bundung, Bwiam, Fajikunda, Sibanor) • Training of 100 VHWs on iCCM **Indicator 4**: • Provide technical support for Malaria program review and development of National Malaria Strategic Plan.

UNDAF OUTCOME	UNDAF OUTPUT & INDICATORS (2017)	SOURCE	STATUS
			• Other partners participated in the both the program review and development of the NSP **Indicator 5**: • Developed TB Preventive Therapy guidelines **Indicator 6:** • Support to vaccine supply chain strengthening and cold chain management including CCEOP implementation • Conduct EVM assessment for supply chain strengthening and cold chain management • Installation of new central cold room and regional cold store • Procurement of vaccines and other supplies • Procurement of all routine vaccines and supplies required to conduct immunization services • Implementation of the CCEOP project with installation of 80 new cold chain equipment in regions and facilities countrywide • New regional cold store in WR1 equipped with Cold chain equipment and new central cold room installation near completion **Indicator 7**: • Training of 20 Health workers on IMNCI Case Management Skills planned but was postponed due to COVID as the nurses were occupied with the COVID response
	2.2.5: Communities acquire positive behaviour and demonstrate enhanced demand for health services with a particular focus on the neonatal period • % of household's handwashing with soap and water. *Baseline (2013):10.1%; Target:20 %* • % children 0-5 months old who are exclusively breastfed. Baseline (2013): 47% Target: 52%	Unknown (possibly 2020)	• UNICEF supported and actively participated in the malaria and HIV NSP. UNICEF is also supporting the review of the health policy and strategic plan • Capacity building on immunization service delivery at all levels • Support periodic monitoring visits and review meetings at different levels for immunization • Support to HR strengthening (GAVI HSS) • Development of urban strategy for immunization • Support development of Health sector strategic plan - Validation of Health Services assessment report • Support development of HIV and malaria NSP and Global fund applications • Quarterly planning meeting • Training of 60 new public health officers on immunization and related services supported • Two quarterly monitoring and supportive supervision visits to all regions and health facilities supported

UNDAF OUTCOME	UNDAF OUTPUT & INDICATORS (2017)	SOURCE	STATUS
			• Fuel support to ensure continuity of routine immunization services • Construction of 5 new RCH outreach clinics • Construction of 1 new regional cold store and expansion of national cold room • Support development of Health sector strategic plan • Validation of Health Services assessment report • Support development of HIV and malaria NSP and Global fund applications • Quarterly planning meeting • Support conduct of Final Evaluation of HIV NSP (2015-2021) • Support Development of Global Aids Progress Report (GAPR 2019) • Support the HIV/TB/RSSH Global Fund funding request
	2.2.6: Community level capacities are strengthened to deliver quality maternal and child health. • Proportion of outreach post with minimum requirements. *Baseline: 10%; Target: 38%* • Proportion of Health facilities with adequate cold chain capacity. *Baseline: 76%; Target: 90%* • Number of health facilities (public and private) with health workers trained on EPI/IMNCI/RCH/Disease surveillance and Data Management. *Baseline: Unknown; Target: 58%*	Unknown (possibly 2020)	• Due to COVID related communication interventions, not much progress has been registered. • A manual was developed to include other child health and protection issues that will be used for community engagement activities. They include, birth registration, uptake of immunization, school enrolment and retention, child marriage and FGM/C
	2.2.7: Communities and institutions have equitable access to WASH services including during humanitarian situations and adopt improved hygiene behaviours • Proportion of the population using an improved source of drinking water. *Baseline (2013):89.6%; Target: 95%* • % households practice handwashing with soap and water. *Baseline (2013):10.1%; Target:20 %* • % of the population using improved sanitation facilities. *Baseline: (2013) 39.8%; Target: 60%* • Proportion of schools with WASH facilities that meet national standards. *Baseline: 82 %; Target: 90%*	Unknown (possibly 2020)	• 16 VIP Toilet blocks with 72 toilet pits constructed in health facility, schools, 24 for COVID-19 treatment centres and 16 for public places along ferry crossing and Markets (56 pits for male and 56 pits for female). • 15 (twelve) new water points -boreholes (6 in Lower basic schools, 6 in health facilities and 3 COVID-19 treatment centre) constructed • 150 Water Management Committees (WMC's) and mothers' capacities built on water sanitation, management and sustainability. • Access to portable drinking water improved for 49,505 people in 8 schools and 6 health facilities. COVID-19 Infection Prevention and Control

UNDAF OUTCOME	UNDAF OUTPUT & INDICATORS (2017)	SOURCE	STATUS
			• Conducted assessment of selected isolation centers and treatment centers including hospitals, major and minor health centers. • Trained 400 health workers including doctors, nurses and support staff on comprehensive COVID19 IPC guidelines. • Supplies- support procurement of WASH essential and critical supplies such as detergents, bleach, handwashing stations for health facilities and schools across the country.
2.3: Nutrition - Increased equitable and quality access to nutrition specific and sensitive services including the most vulnerable.	2.3.1: Children, women and other vulnerable groups have equitable access to nutritious foods to ensure healthy development. • % of infants 0-6 months of age fed exclusively with breast milk. *Baseline: 47%; Target: 52%* • % of children 6-23 months of age fed a minimum acceptable diet (apart from breast milk) *Baseline: 8%; Target: 25%* • Proportion of malnourished pregnant and breast-3000feeding women. *Baseline: 4.7%; Target: 2.7%*		
	2.3.2 National capacities to coordinate comprehensive and quality nutrition promotion and treatment services strengthened. • % of children and pregnant and lactating women with acute malnutrition receiving appropriate treatment. *Baseline: 37%; Target: 50%* • Proportion of children supplemented with Vitamin A and deworming twice yearly. *Baseline: 31%; Target: 50%*		

UNDAF OUTCOME	UNDAF OUTPUT & INDICATORS (2017)	SOURCE	STATUS
	2.3.3: Local production of nutrient-rich crops and nutrition education to enrich food baskets and improved dietary diversity. • Number of nutrient-rich crops promoted. *Baseline: 1; Target: 3* • Tons of nutrient rich traditional crops produced (Findi; Cowpea; Cassava). *Baseline: 750; Target: 2,000* • Number of communities trained in nutrition education. *Baseline:1200; Target: 360*		
2.4: Social Inclusion and protection - Access to integrated, inclusive and sustainable social protection services for l vulnerable groups [1] increased.	2.4.1: A functional/appropriate national Social Protection programs in place for the vulnerable groups/communities. • Number of vulnerable population receiving social protection support -CTs, in-kind or cash based transfer, safety net, pension schemes) *Baseline: nil; Target: (+ 30% of base line)*	Unknown (possibly 2020)	UNDP • 6427 laid off tourism workers given US$50 each as one- off support during the COVID-19 • Provided technical support to the national social protection secretariat through their week meetings and other avenues. WFP • Cash Based Transfer (CBT) distributions by WFP in partnership with the Government-NDMA to provide a Cash Transfer of GMD1,500 (about USD30) per month for two months targeting 5,355 households (42,840 individuals) in Banjul, Kanifing Municipality, North Bank and West Coast Regions, to cover food needs in November and December 2020. • WFP is also expected to receive rice donation from the Government of The Gambia to support families affected by the economic downturn of the Covid-19 pandemic. WFP will facilitate transportation and distribution of the rice to provide immediate food support to some targeted Gambian most food insecure and vulnerable population. About 45,000 Households (360,000 individuals) will be targeted in URR, CRR, NBR, LRR and WCR (Foni) for a Period of 4 months (December 2020 to March 2021). Each Household will receive 50kg bags per month which is expected to provide 757 kcal per person per day in the household; 208g per person per day. • WFP is providing Technical support to the National Social Protection Secretariat and the National Social Protection Steering Committee to improve coordination of SP program in the Gambia. WFP Provided Laptops to the SP Secretariat as part of capacity strengthening.

UNDAF OUTCOME	UNDAF OUTPUT & INDICATORS (2017)	SOURCE	STATUS
	2.4.2: Protection systems is in place to ensure the rights of women and children. • Existence of functional child protection management information system. *Baseline: 0; Target: 1* • Proportion of children under five (5) whose births are registered. *Baseline: 80% (2015); Target: 100%* • Number of regional and district authorities with multi-sector protection systems offering preventive and response services to women and children. *Baseline: Regions 0, District 0; Target: Regions 5, District 38*		
	2.4.3: Refugees and asylum seekers empowered to access basic social services • % of refugees and POCs accessing social support services. *Baseline: 80% (DSW, 2014); Target: 100* • % of refugees and POCs issued proper registration documents. *Baseline: 80%(DSW 2014); Target: 100* • % of refugees and POCs with access to livelihood assets. *Baseline:10% (DSW 2014); Target: 20%*		
	2.4.4: Access to services for PLWDs enhanced e.g. (physically disabled, mentally ill, etc.) • % of PLWDs with access to social protection services *Baseline: 10% (DSW estimate 2015); Target: 50%* • % of PLWDs requesting and accessing legal aid Baseline: nil; Target: 20%		
2.5: Youth and Gender - Women and youth empowerment promoted to reduce gender disparities, gender-based violence and ensure effective participation in national development.	2.5.1: Increased national capacity to advocate for and deliver evidence-based programmes targeting women and girls at risk of gender-based violence, FGM and Child Marriage. • Number of programme-supported institutions and CSOs strengthened to use evidence to advocate for social norm change on GBV, including FGM and Child Marriage. *Baseline: 1; Target: 5* • Number of adolescent boys and girls sensitized on gender equality, GBV and child marriage *Baseline: 0; Target: 50,000*		

UNDAF OUTCOME	UNDAF OUTPUT & INDICATORS (2017)	SOURCE	STATUS
	• Number of policies and programmes in place in support of legislation on FGM and child marriage *Baseline: 0; Target: 2* • Number of adolescent / youth led peer networks trained and established to campaign against gender inequality, GBV, FGM and Child Marriage. *Baseline: 0; Target: 3*		
	2.5.2: Increased national capacity on programming for Demographic Dividend. • Number of national policies that advocate for increased investments in adolescents and youth sexual and reproductive health information and services. *Baseline: 0; Target: 2* • Number of Demographic Dividend youth champions nationwide advocating for strategic investment on Demographic Dividend pillars. *Baseline: 40; Target: 400*		
	2.5.3: Increased national capacity to design and implement community- and school-based comprehensive sexuality education programmes that promote human rights and gender equality. • Existence of updated CSE materials including human rights and gender for primary and secondary schools. *Baseline: No; Target: Yes* • Number of teachers with improved skills to use the updated CSE materials. *Baseline: 0; Target: 250* • Number of community-based peer health educators with relevant skills to sensitize the public on sexual and reproductive health issues including family planning. *Baseline: 0; Target: 350* • Number of national curricula that integrate comprehensive sexuality education in line with international standards. *Baseline: 0; Target:1*		

Strategic Priority 3   **Sustainable Agriculture, Natural Resources, Environmental and Climate Change Management**

UNDAF OUTCOME	UNDAF OUTPUT & INDICATORS (2017)	SOURCE	STATUS
3.1: Sustainable agricultural production and productivity increased for enhanced food security, nutrition and income generation in rural and urban areas.	3.1.1: Capacity of farmers enhanced to improve crop and livestock production and productivity by 2021. • Number of farmers whose capacity are enhanced to increase crop production, post-harvest handling, processing and marketing (paddy rice, maize, cowpea and Horticultural crops) by 2021. Baseline: 0; Target: 50,000 farmers (50% of whom are female and minimum 5% to be youth) • Number of farmers whose capacity are built to increase livestock production (poultry and small ruminant) by 2021. Baseline: 0; Target: 20,000 farmers (20% of whom are female and 10% are youth) • Youth unemployment. Baseline 29.2% National, Youth 38.9%; Target Reduce to 10%.	Unknown (possibly 2020)	- *14,670 farmers trained in good agricultural practices* - *15,026 highly vulnerable households provided with 1,509MT of rice* - *39 communities with community forest management agreements* - *National DRM plan developed and validated* - *Proportion of children exclusively breastfed increased to 55.2%* - *establishment of 489 farmer field schools* - *Training of 34 fisher folk, 82% of which were female for enhanced production and marketability.*
	3.1.2: Communities knowledge and skills in nutritional practices improved in targeted regions. • Number of Community members trained on nutritional practices, food safety, food preparation and hygiene by 2021. Baseline: (Village Support Group data, NaNA): 0; Target: 5,000 community members (70% of whom are female and 5% are youths)	Unknown (possibly 2020)	- *Training of 194 school committees for increased ownership of the Home-Grown School Feeding Program* - *11,272 vulnerable farmers provided with agricultural inputs (seed and fertilizer) to build their resilience and mitigate the effects of climate variability.* - *15,026 vulnerable families supported with 1509 MT of rice reaching 120,000 beneficiaries to minimize the risk of food insecurity during the lean season.*
	3.1.3: Food insecure household get humanitarian assistance. • Number of targeted households that received unconditional transfers (cash, cheque-based) • Number of targeted household that received unconditional transfers (food based) • Number of targeted household having received an agricultural support • Number of people having received livestock support	Unknown (possibly 2020)	- *200 individual smallholder farmers and 2 cooperatives benefited from the Home-Grown School Feeding expanded market access to the tune of GMD 151 million* - *887mts of rice procured locally under the Communities-Based Transfer*

UNDAF OUTCOME	UNDAF OUTPUT & INDICATORS (2017)	SOURCE	STATUS
	3.1.4: Capacity of community organizations strengthened on production, post-harvest handling, processing and marketing of fish. • Number of community associations strengthened. Baseline: 0; Target: 10 • Number of fisher folks trained on improved production, post-harvest handling, processing and marketing of fish (80% of who are female and 60% are youths) by 2021. Baseline: 0; Target: 200		
3.2: Sustainable, Inclusive and Integrated Natural Resources and Environment Management Enhanced for Food Security and Income Generation	3.2.1: Capacities for sustainable natural resources management enhanced. • Number of communities adopting community forest management practices by 2021. Baseline: 0; Target: 100 • Number of communities benefiting from sustainable natural resource management. Baseline: 5 (78) communities; Target: 8 communities (90% women's group) • Number of Community Protected Areas established and managed for biodiversity conservation & sustainable use. Baseline: 5; Target: 7	Unknown (possibly 2020)	- *39 community forests gazetted granting management and user rights to the communities.* - *16 new communities awarded Preliminary Community Forest Management Agreements (PCFMA).* - *25 Communities acquired basic knowledge on Community Forest (CF) management* - *18 CF communities acquired skills in Market Analysis and Development* - *10 communities were also trained on handicrafts and 15 communities on beekeeping* - *8 Wards in two rural Regions supported in planning for and implementing the Performance-based Climate Resilience Grants*
	3.2.2: Scaled-up actions on climate change adaptation and mitigation implemented. • Number of Extension agents and farmers trained in participatory approaches (50% of whom are female and 10% are youths) by 2017. Baseline: 0; Target: 34 Extension agents, 5000 farmers • Number of plans, strategies, policies & programmes implemented to achieve low-emission & climate resilient development objectives. Baseline: 3; Target: 6 • Number of systems in place to monitor, report and verify use of climate finance. Baseline:2; Target: 5	Unknown (possibly 2020)	- *National DRM plan developed and validated* - *Support established preparedness systems to effectively respond to disasters and to integrate this and other disaster management approaches in national development planning and budgeting.* - *installation of 5 conventional Met stations to strengthen the preparedness and response systems to quickly and adequately respond to disasters.*
	3.2.3: Inclusive and sustainable solutions adopted to achieve increased renewable energy access and efficiency. • Number of new partnerships for improved, efficient & sustainable energy solutions targeting underserved communities/ women groups. Base: 1; Target: 5 • Proportion of population with access to renewable energy. Base: 37%; Target: 76%		

UNDAF OUTCOME	UNDAF OUTPUT & INDICATORS (2017)	SOURCE	STATUS
3.3: Effective national DRM system is in place to strengthen vulnerable communities' resilience to adverse shocks.	3.3.1: DRR and Climate Change Adaptation (CCA) preparedness systems put in place to effectively address the consequences of and response to hazards. • Number of end-to-end early warning systems for man-induced and natural hazards. Baseline: 1, Target 8 • Number of multi-risk contingency plans at national and sub-national levels to prepare for and recover from disaster events with adequate financial and human resources, capacities and operating procedures. Baseline: 1, Target: 1 central, 7 regional plans		
	Output 3.3.2: Gender-responsive disaster and climate risk management integrated into the development planning and budgetary frameworks of key sectors • Number of national and regional plans/strategies, budgets for enhanced resilience to climate change and gender-responsiveness to DRR and climate risk. Baseline: 0, Target: 2		
	3.3.3: Capacities of disaster prone and disaster affected households and communities improved to cope with the shock and implement sustainable mitigation/adaptation measures. • Number of national and regional plans/strategies, budgets for enhanced resilience to climate change and gender-responsiveness to DRR and climate risk. Baseline: 0, Target: 2		
	3.3.4 Integrated national surveillance and early warning system established and generating climate related intelligence. • Number of vulnerable communities supported to increase their resilience to shocks by 2017. Baseline: 0, Target: 70. • Number of vulnerable households supported to increase their resilience to shocks by 2017. Baseline: 0, Target: 7,000.		

10.6 - HIGHLIGHTS, FUTURE FORMULATION, WHAT DID NOT WORK SO WELL

Strategic Priority 1

Governance, Economic Management and Human Rights

| Highlights	Future Formulation Notes (Recommendations)	What did not work so well
- UNDAF aligned to NDP including with SDGs - UNDAF does address priorities and needs of the country e.g. Governance and Human Rights - Especially strengthening national institutions focusing on rule of law - UNDAF promoted human rights within national institutions at all levels - Strengthened institutional capacity of National Assembly - Driving the process by determining its priorities and developing a work plan - UNDAF has been really well adapted to the NDP – very supportive of the transition agenda – TRRC, Security Sector Reforms etc. - During the development of UNDAF it was participatory, and it also captured key development priorities - The UN has to some extent adapted and aligned to the NDP, as the NDP development came after the UNDAF was already designed and approved - Continue involvement of beneficiary institutions and agencies and CSOs/NGOs/ private entities to be more inclusive and relevant. Will help UN agencies with more divergent views, experience, and skills to deliver more efficiently, relevantly and achieve greater impact on lives and livelihoods of the most vulnerable people	- Improve outputs, more breakdown with linking to relevant indicators - More relevant focusing more on the priorities, than trying to fit mandates - Difficult to prove what had been achieved - Enough priorities but identify specific niches - Identify right indicators, baselines, track thoroughly - Child protection to be more visible in the design - More involvement of communities in the process for ownership and outcomes - Lots of bureaucracies involved – long process - Work directly with the private sector - UN agencies to be supporting local initiatives, therefore, the UN needs to be more in touch at community level for enhancing their visibility - Recognise need to have long timelines in terms of implementing and achieving impact instead of having quarterly targets - More effort to be put into stakeholder engagement especially during the planning stages of the UNDAF - Annual Work Plans are signed in February leading to zero implementation in Q1 which leads to rushing of activities towards the end of the year; sign these plans in December - Check Ministry of Interior Strategic Plan, use priorities - UN Resident Coordinator Office – help to coordinate UN activities to avoid competition among the UN agencies	- Governance ~ problematic area - Joint programming should be a priority - Focus more outcomes not on Agency mandates - Governance at national. Local, community levels - Social sector support – with IPs and train them relating to harmful traditional practices - Need to be clearer on mandate of UN agencies - Avoid duplication of efforts; operating in silos - Capture beneficiary voice - Government stalling most of the time/diverting the processes – real impact not reaching people in need e.g. Covid center at Ndeban clinic – 2nd phase done - Ministry of Health supposed to do other parts but kept on stalling and then the UN and World Bank came in and provided funds and the renovation was done - Full engagement of all UN agencies from the planning through the implementation stages - M&E could be crucial in engendering full cooperation and participation/involvement of all key stakeholders - Development of clear work plans and delegation of responsibilities and effectively tracking progress would also be beneficial

Strategic Priority 2

Human Capital Development

Highlights	Future Formulation Notes (Recommendations)	What did not work so well
- UNDAF addressed the key priorities since it defines its priority areas of intervention in closed intelligence with the government to ensure financial and technical support are provided to the GoTG NDP initiatives in line with the central goal of poverty reduction and inclusive growth - Since the outbreak of COVID-19, UN adapted to build the resilience of the health sector and vulnerable people - IFAD invested about USD 2million grant in support to the GoTG to address the priorities by providing smallholder farmers with sanitary kits, quality seeds (both rice and vegetables), land preparation services, awareness raising campaigns, training entrepreneurs on digital marketing, cash transfer… - IFAD programs, like UN sister agencies, (lending and non-lending activities) are all entirely aligned with the NDP - With the change in the Governance landscape and emerging climate change issues over the years, UNDAF addressed key priorities at the time at which it was drafted, however, it does not cover all the key priorities of the country over the last couple of years.	- Building infrastructure and restoring energy services to power the economy - Promoting an inclusive and culture-centered tourism for sustainable growth - Need to invest in people through improved education/health services, build a caring society - Reaping the demographic dividend through an empowered youth - Making private sector engine of growth, transformation, and job creation - UNDAF to be developed alongside the NDP or following the NDP - Staff should undergo a through training on the UNDAF development process - Direct implementation by social services to reach the most vulnerable in the communities - Need for deliberate strategy to bridge the rich and poor divide - Social protection programs need to be implemented with flexible funding and GoTG allocate resources to social sectors services - More could have been done to ensure geographic coverage, sectors covered and local IPs engaged to efficiently and strategically coordinate implementation activities leading to the achievement of the outcomes	- Poverty/inequality/inequity gaps still a challenge - UNDAF developed through a National Consultative process, but did not reflect emerging issues/trends - UNDAF developed before NDP so NDP and UNDAF pillars are not directly aligned to NDP priority areas - Indicators were not reflective of many of the activities implemented by Agencies - UN should advocate for direct implementation as sometimes resources do not reach the poor - Pandemic weak systems in responding to shocks - Content of the UNDAF addresses more of short-term development needs of the country rather than the long term. Due to project-focused funding - Changing circumstances in the wake of the rise in irregular migration indicate a gap between the UNDAF and current country context as migration not adequately reflected in UNDAF design - Government partners could have had more leading roles in development process of the UNDAF. This lack of leadership is not fault of the UN but could be more of the low capacity of the representatives and their participation in the process - Issues of sustainability and resilience of institutions, private sector and households given more emphasis - Ensure that niche and specialization areas of each agency is captured so that ALL the work conducted by different agencies clearly links to UNDAF/FUTURE CF

Strategic Priority 3

Sustainable Agriculture, Natural Resources, Environment and Climate Change Management

Highlights	Future Formulation Notes (Recommendations)	*What did not work so well*
▪ Responded to GoTG priorities Designed to respond to the priorities of the country in 2017 ▪ Aligned with the NDP ▪ Within the context of DRR and Resilience building, the UNDAF can be considered to have catered for the priorities of The Gambia both during formulation and its implementation phase considering the responses ▪ UNDAF is responds to National priorities within the context of the SDGs ▪ The formulation and implementation of Strategic Priority 3 is a direct response to the priorities on DRR, Climate Change and Resilience building identified in the NDP	▪ Better joined-up annual programming in consultation with national partner institutions will reduce risk of duplication of efforts and resources and make the UN more relevant ▪ Climate change adaptation and mitigation across various sectors/public service areas (tourism, physical planning, energy, infrastructure, agriculture, etc.) ▪ UNDAF could be stronger on modernizing agriculture and fisheries for sustained economic growth, food and nutritional security and poverty reduction ▪ Integrated approach toward management of living marine resources is required ▪ All relevant stakeholders including gender, environment and human rights issues at all levels including local communities should be factored into UNDAF programs	▪ Commitments in NDP were over-ambitious and more 70% not achieved ▪ UNDAF addressed the key priorities and needs; mostly agriculture in term of sector and also climate change, gender, youth, governance ▪ Lack of reporting - there is a lot that has not been reported ▪ One agency participated but had no scope to fit ▪ During 2018-2022 none of our work is reflected in UNDAF because it was structured differently ▪ Indicators were developed for other agencies ▪ Critical issues with regard to data on natural resources, particularly on fish stock assessment and implementation of management recommendations from FAO scientific working groups ▪ Implementation of scientific recommendations should be compulsory

10.7 - STAKEHOLDER MAPPING
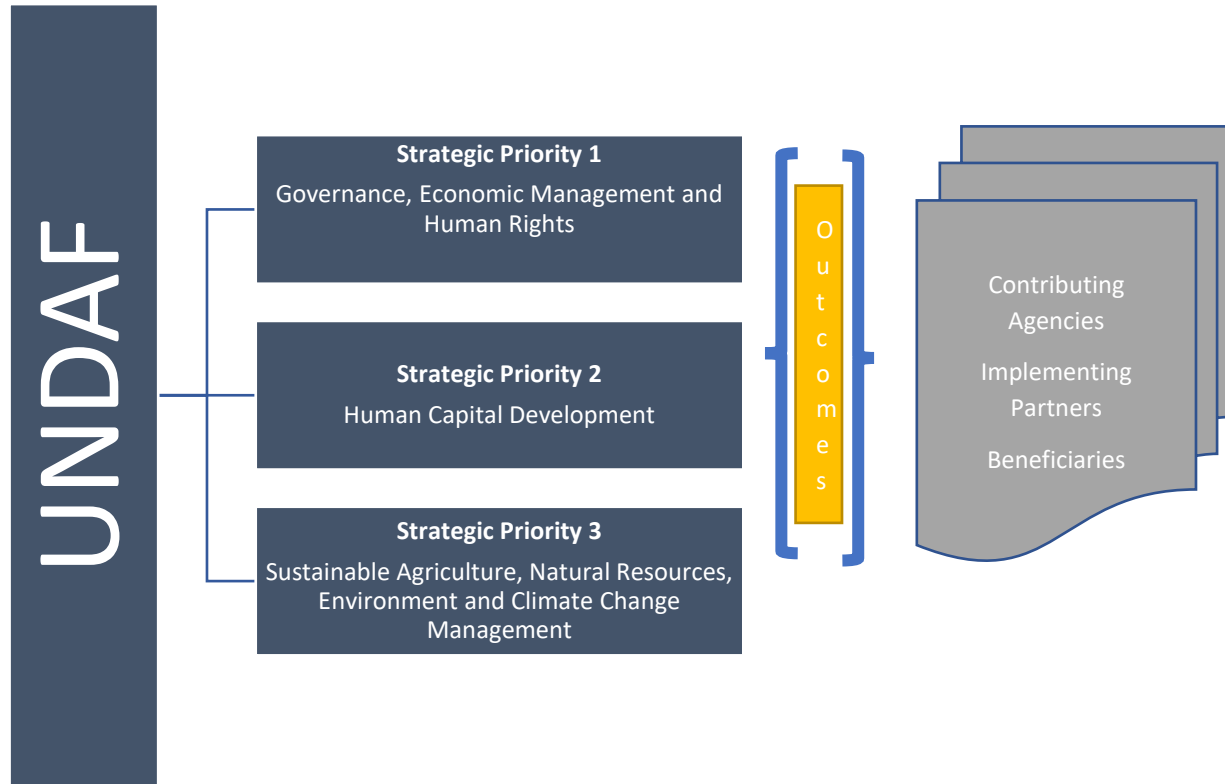
Stakeholders	
Government	**UN Agencies**

Civil Society	Donors

10.8 - E-SURVEY DATA

Relevance: Are we doing the right thing? Please, respond to the following scale

	Strongly agree	Agree	Neither agree nor disagree	Disagree	Strongly disagree
1. The UNDAF is aligned to the country's development priorities.	50.00%	43.75%	6.25%	0.00%	0.00%
The UNDAF addresses the UN's core values/principles to 'leave no one behind'.	31.25%	50.00%	12.50%	6.25%	0.00%
The UNDAF addresses key challenges identified in the Common Country Analysis.	18.75%	56.25%	25.00%	0.00%	0.00%
UNDAF outcomes continue to be relevant in spite of the changing country context.	37.50%	56.25%	0.00%	6.25%	0.00%

Please explain with examples, if you chose 'disagree' or 'strongly disagree' on any one above

The UNDAF was developed in 2016 and did not cover some points outlined in the recent CCA including emergencies (COVID) etc.
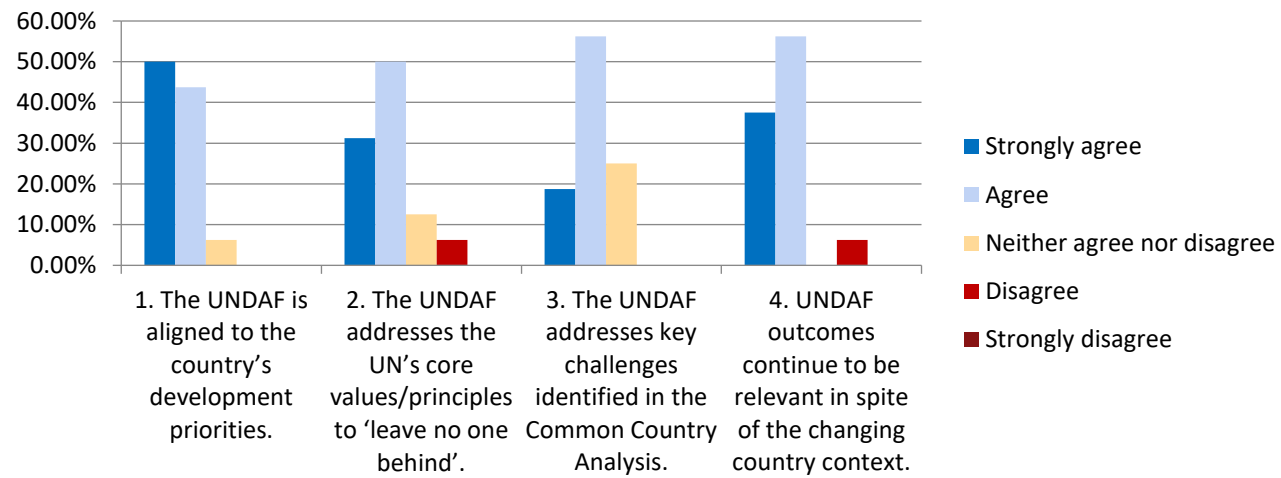
Relevance: Are we doing the right thing? Please, respond to the following scale

Legend:
- Strongly agree
- Agree
- Neither agree nor disagree
- Disagree
- Strongly disagree

Categories:
1. The UNDAF is aligned to the country's development priorities.
2. The UNDAF addresses the UN's core values/principles to 'leave no one behind'.
3. The UNDAF addresses key challenges identified in the Common Country Analysis.
4. UNDAF outcomes continue to be relevant in spite of the changing country context.
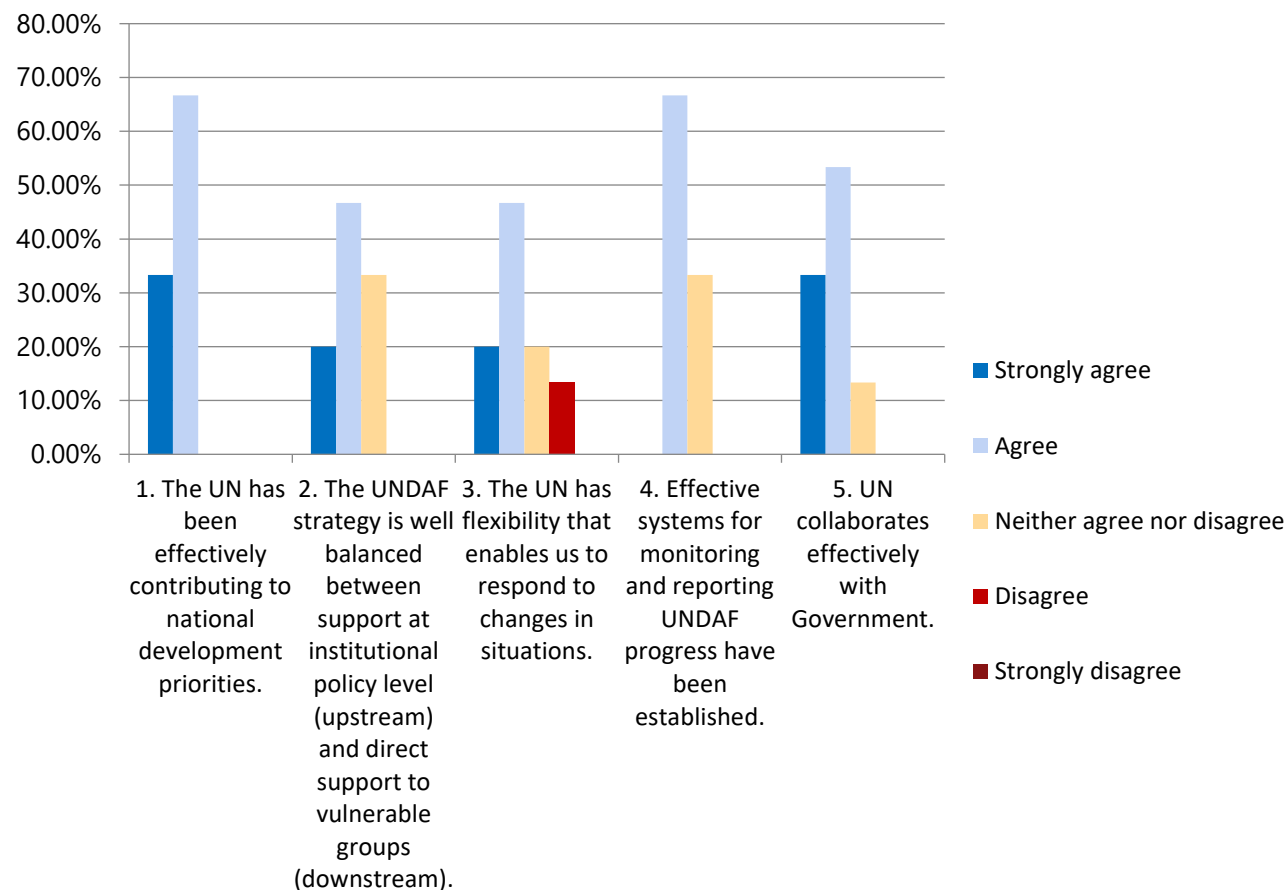
Effectiveness: Are we making a difference? Please, respond to the following scale

	Strongly agree	Agree	Neither agree nor disagree	Disagree	Strongly disagree
The UN has been effectively contributing to national development priorities.	33.33%	66.67%	0.00%	0.00%	0.00%
The UNDAF strategy is well balanced between support at institutional policy level (upstream) and direct support to vulnerable groups (downstream).	20.00%	46.67%	33.33%	0.00%	0.00%
The UN has flexibility that enables us to respond to changes in situations.	20.00%	46.67%	20.00%	13.33%	0.00%
Effective systems for monitoring and reporting UNDAF progress have been established.	0.00%	66.67%	33.33%	0.00%	0.00%
UN collaborates effectively with Government.	33.33%	53.33%	13.33%	0.00%	0.00%

Please explain with examples, if you chose 'disagree' or 'strongly disagree' on any one above

The high level of bureaucracy at the UN makes it difficult for flexibility. The UN surely collaborates with government; however I doubt the effectiveness. UN system in the Gambia have very little collaboration with the CSOs and in some instance seen as competitors. the flow of communication from the UN to CSOs is not coordinated and in most cases ceremonial and erratic. UN mostly does not have robust system to monitor not only results, but processes and procedures, data quality verification etc. taking example from other project funding sources like the Global Fund for AIDs TB and Malaria, they have mechanisms to conduct constant monitoring of results, systems and procedures. they conduct robust due diligence before giving funds to any institution and are committed to support capacity building where there are gaps. They have mechanism to delegate fraud and any recipient is found wanting, they make them accountable. the EU and global fund for example has requested many organizations to repay funds they could account for by disallowing certain wrong spending. the UN does not support capacity of CSOs and in most cases do not work strategically with stronger CSOs rather with smaller CSOs with little assurance systems. UN is not ready to invest in building assurance mechanisms and institutional capacity building of CSOs and in some cases the UN will do even procurement for the partners which is not sustainable.

Effectiveness: Are we making a difference? Please, respond to the following scale

Legend:
- Strongly agree
- Agree
- Neither agree nor disagree
- Disagree
- Strongly disagree

Categories:
1. The UN has been effectively contributing to national development priorities.
2. The UNDAF strategy is well balanced between support at institutional policy level (upstream) and direct support to vulnerable groups (downstream).
3. The UN has flexibility that enables us to respond to changes in situations.
4. Effective systems for monitoring and reporting UNDAF progress have been established.
5. UN collaborates effectively with Government.

Efficiency: Are we doing things right? Please, respond to the following scale

	Strongly agree	Agree	Neither agree nor disagree	Disagree	Strongly disagree
Funds are disbursed in a timely and effective way.	0.00%	33.33%	20.00%	40.00%	6.67%

Interventions are implemented and completed on time.	0.00%	13.33%	53.33%	26.67%	6.67%
Allocated resources are adequate to complete activities and achieve planned results.	0.00%	13.33%	40.00%	40.00%	6.67%

Please explain with examples, if you chose 'disagree' or 'strongly disagree' on any one above

- Again, the high level of bureaucracy at the Gambia UN Offices makes it difficult for decisions to be made an acted on especially with regards the disbursement of funds. The UN communication channels are usually poor, and it can take days to weeks to get responses to one's communication, making the implementation of interventions a slow process. The UN, especially the UNDP usually do not allocate the requested funds for project activities, cutting down on relevant costs, which in turn makes it difficult to implement activities
- There is lot of bureaucracy in UN systems that delay disbursement of funds to implementing partners. This simply leads to delays in program implementation and many times, activities are left without being executed.
- The signing of the agreement is almost always late making implementation delayed, the UN has a distrust of the CSOs or whatever it might be. They have the Banks paying everything, or they procure the items for you force-feeding their own preferences in food, stationery and equipment.
- In most cases, the disbursement of funds takes a longer period than anticipated and this eats into the commencement of the proposed activities under any project. It equally affects the possible timeline of turning in deliverables and likely other projects being implemented simultaneously.
- Capacity of government and CSO partners to utilize funds is limited. In some instances funding is inadequate.

Efficiency: Are we doing things right? Please, respond to the following scale
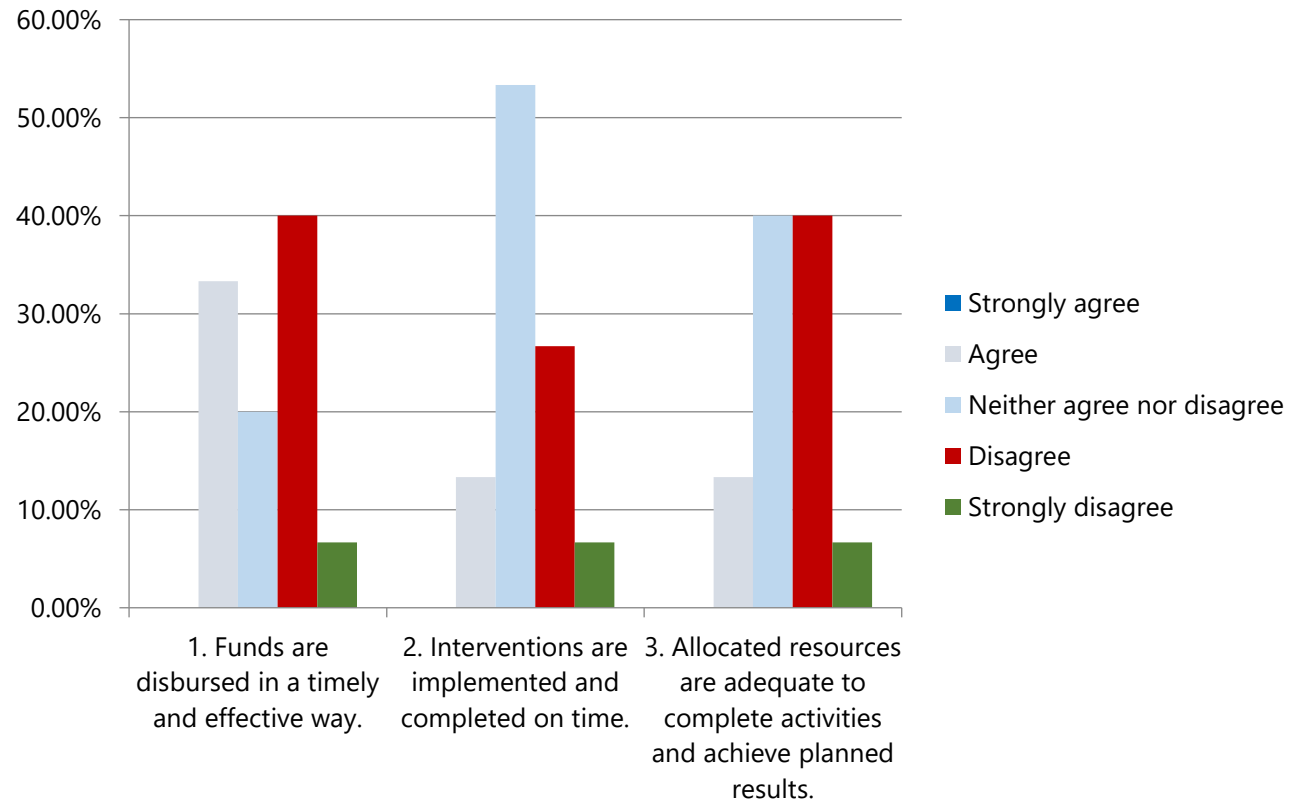
Legend:
- Strongly agree
- Agree
- Neither agree nor disagree
- Disagree
- Strongly disagree

Categories:
1. Funds are disbursed in a timely and effective way.
2. Interventions are implemented and completed on time.
3. Allocated resources are adequate to complete activities and achieve planned results.

Sustainability: Will our results continue after funding ends? Please, respond to the following scale

	Strongly agree	Agree	Neither agree nor disagree	Disagree	Strongly disagree
The UN contributes effectively to build national capacities.	13.33%	46.67%	33.33%	6.67%	0.00%
UNDAF processes are aligned with national systems.	20.00%	53.33%	26.67%	0.00%	0.00%
There is a clear strategy for handing over UNDAF results either to the Government or to beneficiaries.	6.67%	26.67%	66.67%	0.00%	0.00%
There is strong ownership and leadership of UNDAF processes.	13.33%	33.33%	53.33%	0.00%	0.00%

Please explain with examples, if you chose 'disagree' or 'strongly disagree' on any one above

In most cases government ministries that work with UN have adequate knowledge about the UNDAF, but other sectors do not know much including the CSOs. There is not much is disclosure from the UN

Sustainability: Will our results continue after funding ends?
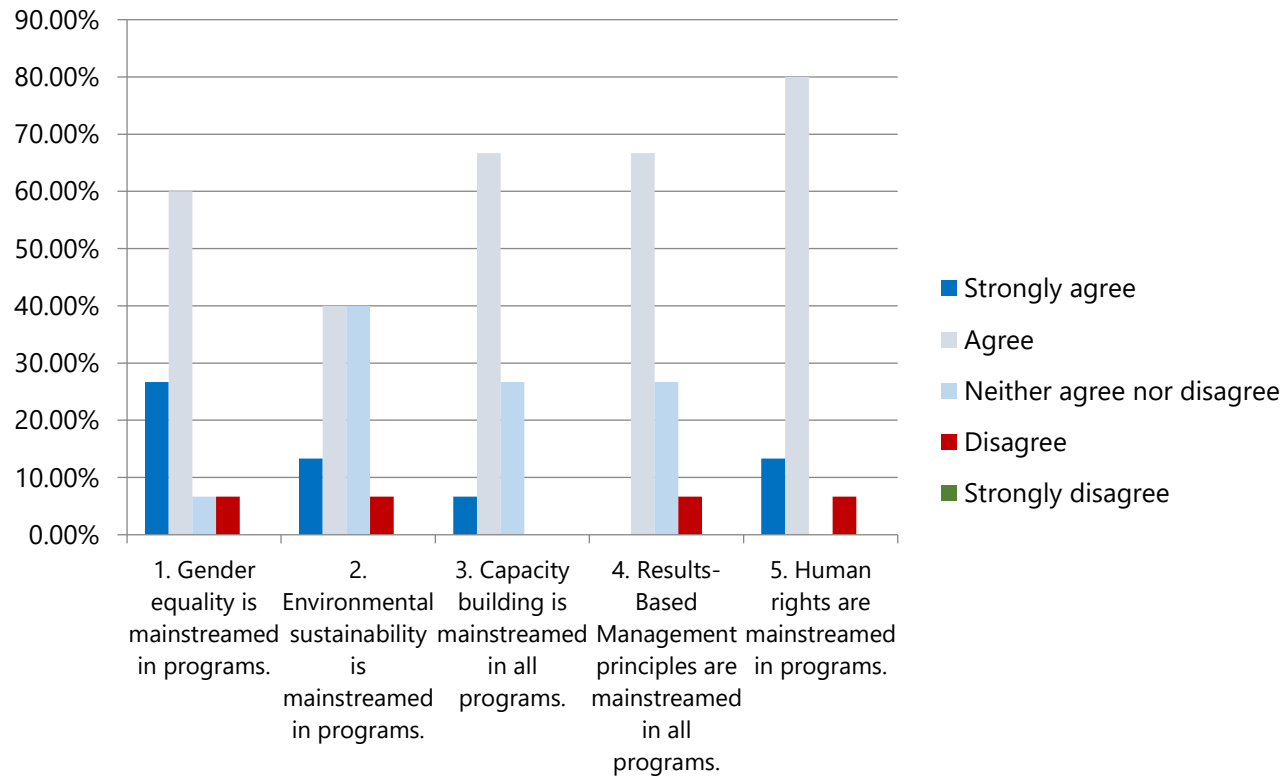Please, respond to the following scale

Legend:
- Strongly agree
- Agree
- Neither agree nor disagree
- Disagree
- Strongly disagree

Categories:
1. The UN contributes effectively to build national capacities.
2. UNDAF processes are aligned with national systems.
3. There is a clear strategy for handing over UNDAF results either to the Government or to beneficiaries.
4. There is strong ownership and leadership of UNDAF processes.
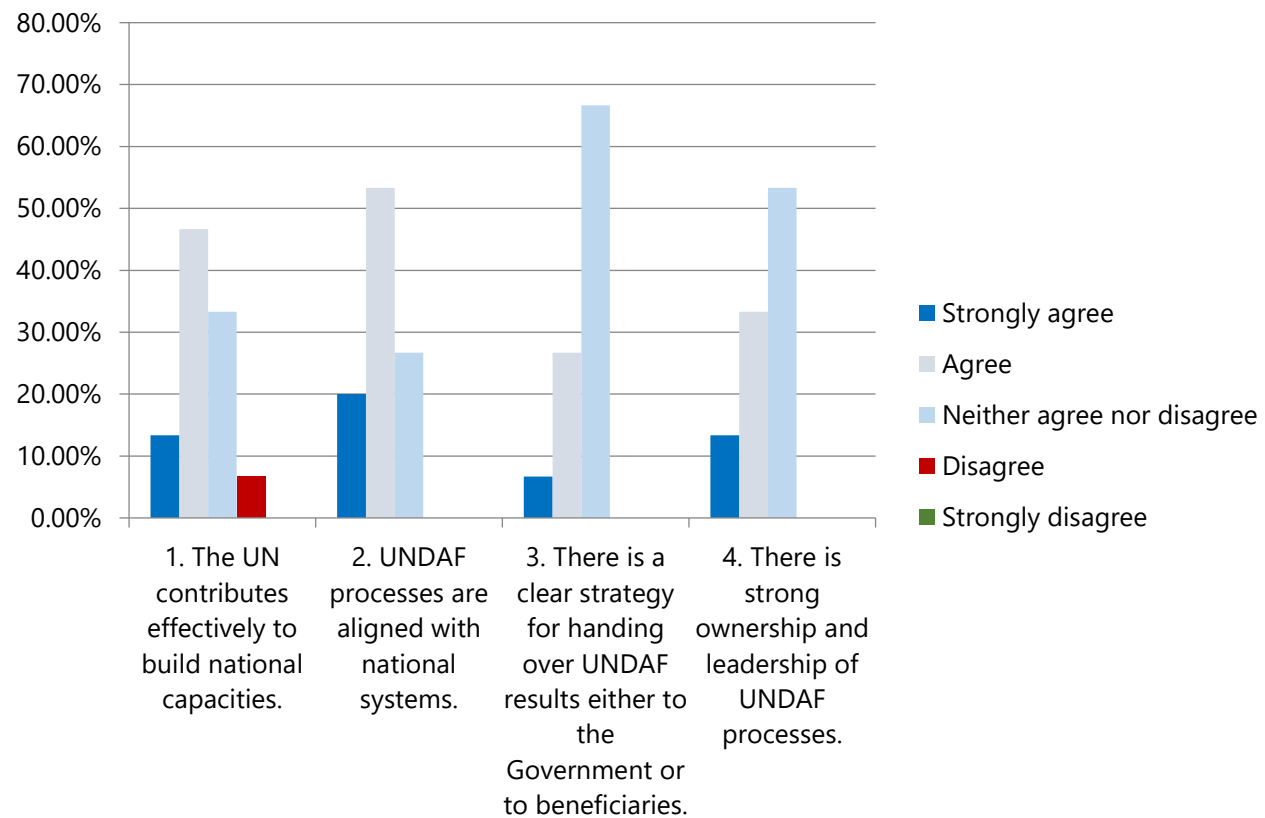
Cross-cutting issues: Are we maintaining our core values? Please, respond to the following scale

	Strongly agree	Agree	Neither agree nor disagree	Disagree	Strongly disagree
Gender equality is mainstreamed in programs.	26.67%	60.00%	6.67%	6.67%	0.00%
Environmental sustainability is mainstreamed in programs.	13.33%	40.00%	40.00%	6.67%	0.00%
Capacity building is mainstreamed in all programs.	6.67%	66.67%	26.67%	0.00%	0.00%
Results-Based Management principles are mainstreamed in all programs.	0.00%	66.67%	26.67%	6.67%	0.00%
Human rights are mainstreamed in programs.	13.33%	80.00%	0.00%	6.67%	0.00%

Please explain with examples, if you chose 'disagree' or 'strongly disagree' on any one above

The way the work is done does not support sustainability, one region is selected, and work is done there until results are seen then they move to and other region without follow up on the previous region and eventually all the gains are lost

Cross-cutting issues: Are we maintaining our core values?
Please, respond to the following scale

Monitoring and Evaluation: How well do we assess ourselves? Please, respond to the following scale

	Strongly agree	Agree	Neither agree nor disagree	Disagree	Strongly disagree
There is adequate periodic monitoring and oversight of activities.	0.00%	53.33%	26.67%	20.00%	0.00%
Formal project and outcome evaluations have been done.	0.00%	66.67%	26.67%	6.67%	0.00%
Some decisions are made based on monitoring and evaluation reports.	0.00%	53.33%	40.00%	6.67%	0.00%
When available, national data is used to measure progress towards planned results.	0.00%	60.00%	26.67%	13.33%	0.00%
When national data is not available, resources are allocated to build capacity for such data.	0.00%	40.00%	46.67%	13.33%	0.00%

Please explain with examples, if you chose 'disagree' or 'strongly disagree' on any one above

- I am not really sure of periodic and systematic monitoring in place.
- Getting accurate data is a big challenge in this country am not sure who is at fault for this.
- The current UNDAF has a weak M&E action plan and a low commitment to reporting too. This area needs to be strengthened considerably in the next CF.

Monitoring and Evaluation: How well do we assess ourselves?
Please, respond to the following scale
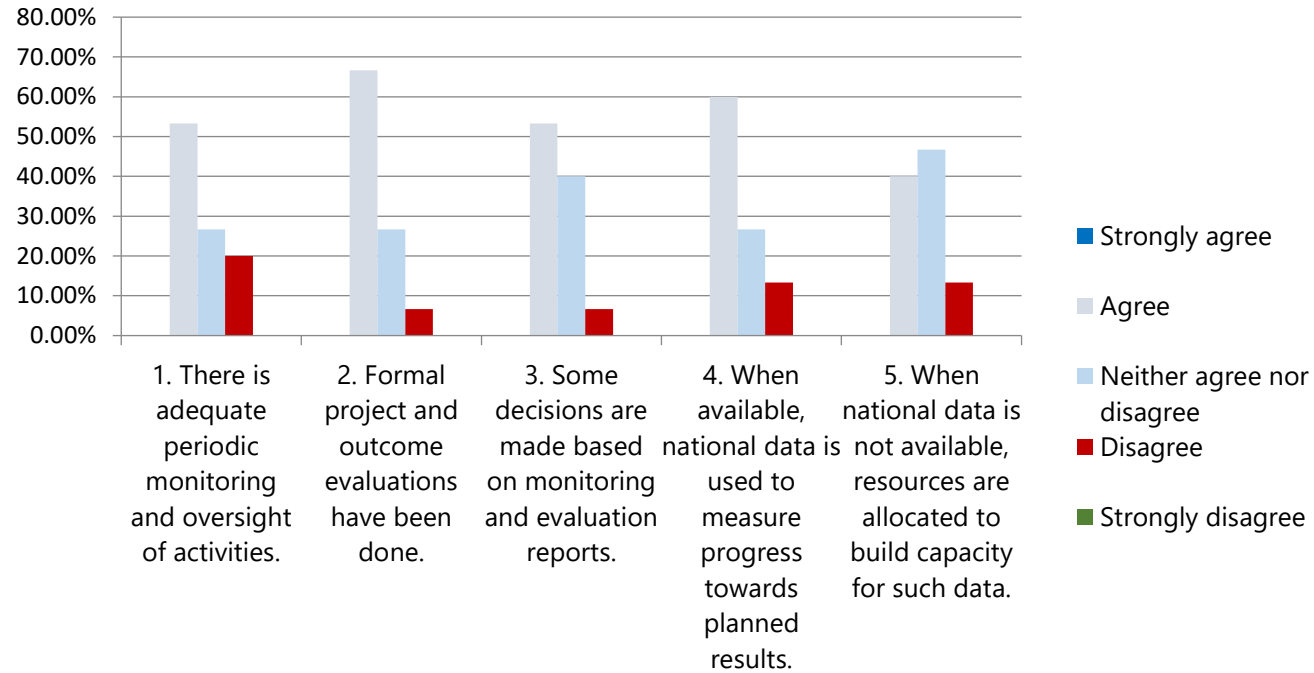
10.9 - EVALUATION TEAM

DR RICHARD PAGETT Team Leader

1. **Family name:**   PAGETT
2. **First names:**   Richard
3. **Date of birth:**   26 February 1953
4. **Nationality:**   British
5. **Education:**

Institution [Date from - Date to]	Degree(s) or Diploma(s) obtained:
University of London 1975 - 1978	Ph.D. [*Ecology, Chemistry*]
University of London 1972 - 1975	BSc (Hons) Botany, Geology, Zoology Upper Second

6. **Language skills:** Common European Framework of Reference for Languages

Language	Reading	Speaking	Writing
English (mother tongue)	C2	C2	C2
French	B2	B2	B2
Arabic	A2	A2	A2

7. **Membership of professional bodies:**

Professional Body	Status
Royal Society of Biology	*Fellow, Chartered Biologist (CBiol)*
Chartered Institution of Water and Environmental Management	*Chartered Member (CWEM)*
	Chartered Scientist (CSci)
	Chartered Environmentalist (CEnv)

8. **Key qualifications:**

BSc and PhD in the natural resources and sciences followed by more than **25 years of international development assignments with**: African Dev. Bank, Asian Dev. Bank, Belgian Technical Cooperation, Caribbean Dev. Bank, Danida, DFID (UK), EBRD, EU/EC, European Investment Bank, Inter-American Dev. Bank, International Finance Corporation, Japan International Co-operation Agency, Millennium Challenge Corporation, **UNDP, UNOPS**, USAID and World Bank with **extensive experience of** post–conflict, transitional, emerging countries working within existing systems of central, regional and municipal governance, **within many sectors:** rural development, oil & gas, tourism & recreation, water & sanitation, waste, forestry, agriculture and fisheries, harbours & marinas, road, rail, air & sea transport, power, construction, urban development and telecommunications **across more than 175 countries, with prior experience throughout West Africa.**

MORE THAN TEN YEARS OF EXPERIENCE IN EVALUATION OF WHICH 19 EVALUATIONS AS TEAM LEADER (USING OECD-DAC) Solid evaluation experience with eight different donors (including UN) using internationally recognised techniques, including the use of complexity thinking in evaluation to ensure that evaluations adequately account for uncertain contexts, behaviours, cross-linkages and adaptations. All evaluations required high levels of expertise in indicator development, data collection and analysis, data quality assessments, and/or performance monitoring and reporting, including experience in data collection, data analysis and verification, statistical analyses and drafting reports and recommendations.

Strong understanding of the United Nations system, Sustainable Development Goals and UNDAF programming processes and procedures: Have interviewed dozens of UN institutions' staff during evaluations (in their role as implementers of projects or key stakeholders). Have formulated assignments for UNDP, UNEP and FAO.

Ability to assess the application of the five UN Programming Principles: human rights (the human rights-based approach to programming, human rights analysis, and related mandates within the UN system), gender equality (especially gender analysis), environmental sustainability, results-based management, and capacity development.

Knowledge and expertise in two or more thematic areas of the UNDAF is desirable, with specific focus on gender aspect Have good knowledge of (i) human rights (Egypt/EU, Ethiopia/EU), gender equality (Tajikistan/ADB) and women's empowerment (Ghana/FCDO; (ii) sustainable development and resilience (dozens of assignments and author of Pagett RM (2018) *Building Global Resilience, 267pp,* Palgrave-Macmillan, London, UK) (iii) leaving no one behind (EU interventions); and (iv) accountability (most donors).

Familiarity with national planning processes is desirable. Some experience when working in Senegal for cross-border issues. **Experience of The Gambia context is desirable**. Evaluated 89 projects for African Development Bank (environment/climate change, disaster risk etc) with several related to The Gambia.

DR. KEBBA NGUMBO SIMA – *Governance, Economic Management and Human Rights* Expert

1. **Family name**: Sima
2. **First name:** Kebba Ngumbo
3. **Date of birth**: 20 November 1958
4. **Nationality:** Gambian
5. **Education:**

Institution (date from - to)	Degree(s) or Diploma(s) obtained:
Atlantic International University (2014 – 2016)	PhD in Development Studies
University of East Anglia (2008 – 2009)	Master of Arts Degree in Rural Development (MARD)
Management Development Institute (2003 & 2004)	Diploma in Gender & Development and Diploma in Management Studies

6. **Language Skills**:

Language	Reading	Speaking	Writing
Mandinka (mother tongue)	C2	C2	C2
Wolof	C2	C2	C2
English	C2	C2	C2
French	B2	B2	B2

7. **Membership of professional bodies**:

Amnesty International; Human Rights Watch; Namati; SDG Academy Alumni; AfrEA; EvalForward; Africans Rising.

8. **Key qualifications:**

PhD in Development Studies, accompanied by a wide expertise in the field of human rights. Professional experience of 14 years in the field of humanitarian aid, in collaboration with international organizations, CSOs and relevant Ministries.

Solid experience of more than 10 years in evaluation and reporting, within projects throughout Africa.

A native Gambian, with a consequent deep and wide knowledge of the national context. 14 years of experience in the country, working with international organizations, NGOs, CSOs, and in in close collaboration with key stakeholders, government representatives, Country Directors. Established Monitoring & Evaluation systems for various organizations and reorganized the reporting systems and mechanisms; provided training to key staff, partners and stakeholders.

Extensive experience in developing Monitoring & Evaluation frameworks, data collection and reporting documents. As Head of Monitoring, Evaluation, Reporting and Communications, conducted some studies regarding the effectiveness of some of the extension models vis-à-vis feedback from the field, and use that evidence to showcase the work as an evidence-based extension organization, and through the process promote such technologies for eventual recognition and adoption by governments and universities/agricultural colleges.

Developed and coordinated training programs for CSOs on various issues including Budget literacy, Human Rights Based Approach, Good Governance, Social Accountability, Voter Education, Gender & Poverty, Policy Analysis and Advocacy, Participatory Budgeting, Budget Tracking and Public Expenditure Reviews. Such training programs have fully equipped the CSOs to critically engage government and other policy makers in their policy advocacy and influencing initiatives with tremendous successes achieved over time at community, LGA, State and Federal levels. Trained over 100 program staff and key partners on Human Rights Based Approach (HRBA) and development of standards and tools for data collection, analysis and reporting. This resulted to high achievements by staff and key partners in collecting robust data and reporting on time using such data.

Provided overall leadership and guidance in the development, implementation and monitoring of policy and program work in line with the Gambia Country Strategy Paper (CSP). Led the production of program quarterly and annual reports and carried out series of mid-term & end of CSP/project reviews which findings helped to further improve on program quality and performance.

MR. MICHAL OBUCH – *Human Capital Development* **Expert**

1.	**Family name**	Obuch
2.	**First names**	Michal
3.	**Date of birth**	23 January 1973
4.	**Nationality**	Slovak
5.	**Education**	

Institution [Date from - Date to]	Degree(s) or Diploma(s) obtained
Open University, Milton Keynes, since Nov. 2008 – 2013	Post graduate MSc in Development Management - Institutional Development, Capacities for managing development
Open University, Milton Keynes, Nov. 2008 –June 2012	Diploma in Development Management
Academia Istropolitana Nova, January – May 2003	Course: Applied Economics and Finance, Attendance certificate
University of Agriculture in Nitra, Slovak Republic (September 1992- February 1998)	Master of Science – Engineer in agronomy
School of Agriculture, Slovak Republic (September 1991 – May 1992)	Certificate: Enterprise and services in the food and agriculture

6. Language skills:

Language	Reading	Speaking	Writing
Slovak (mother tongue)	C2	C2	C2
English	C2	C2	C2
French	C1	C1	C1
Spanish	B2	A2	A2
Russian	B2	B2	B1

7. Key qualifications:

Over 20 years of experience in conducing and managing complex technical assistance projects and evaluations funded by the European Commission, UNDP, UNWOMEN, UNICEF, World Bank and African Development Bank. Gerographical experience in Sub-Saharan Africa, Middle East and Central Asia.

Holds a post-graduate master's degree in Development Management and a master's degree in agriculture.

Excellent experience in project cycle management, project design, preparation and implementation, team management.

Experience in gender– managed a number of projects and evaluations focused on gender based in violence

Experience in health care – Project director of a large scale national project focused on raising awareness among the socially disadvantaged and marginalised groups in the area of health care

Over 15 years of experience in management of European Commission framework contracts (project design, evaluation, technical assistance, training) in the area of support to civil society organisation, human rights, healthcare, education

Organised over 60 workshops and conferences in the area of environment

Experienced in project cycle management, management of technical assistance projects. Acting Framework Manager for European Investment Bank framework agreements (Lot 3-Healthcare, Lot 4 -Smart growth, Social Infrastructure and Horizon 2020 and Innovation and Competitiveness, representing the Consortium Leader.

Served as business focal point withing the framework of the UNDP project for the Ministry of Foreign and European Affairs in Slovakia to support and increase the private sector participation in development assistance worldwide.

Acted as partnership building experts to increase participation and cooperation between the state and regional administration, private sector and non-governmental organisations in issues related to regional development.

MR. MOMODOU SOWE – Sustainable Agriculture, Natural Resources, Environment and Climate Change Management Expert

1. **Family name**: Sowe
2. **First name:** Momodou S.W.
3. **Date of birth**: 19 April 1970
4. **Nationality:** Gambian
5. **Education:**

Institution (date from - to)	Degree(s) or Diploma(s) obtained:
University of York (UK) 10/2010 – 10/2013	MA Public Policy and Management
University of The Gambia 05/2000 – 12/2005	BA Development Studies & English
The Gambia College September 2005 – June 1997	Higher Teachers' Certificate
The Gambia College September 1993 – June 1993	Primary Teachers Certificate

6. **Language skills:**

Language	Reading	Speaking	Writing
Pular (mother tongue)	C2	C2	C2
English	C2	C2	C2
French	A2	A2	A2

7. **Key qualifications:**

Extensive and solid professional experience in the field of agriculture and sustainability, proven by more than 15 years of experience in the subject. As a Gambian native, has deep knowledge of the national context, and has worked several times for the Ministry of Agriculture; oversaw the Central Projects Coordination Unit's Monitoring and Evaluation systems to ensure that accurate and timely data is available, especially with regards to the quality, efficiency, effectiveness and outcomes of projects on the on lives and livelihoods of beneficiaries. Has experience in managing and coordinating impact evaluation of the projects by developing key hypothesis and data collection instruments, collect, analyse and report on data both ex ante and ex post.

Experience in preparing quarterly, semi-annually, and annual projects progress reports focusing on strategic performance of the entire portfolio against the set targets.

Wide experience with working for international organizations, such as European Union, African Development Bank, GEF, FAO and United Nations. For the latter, undertook a comprehensive assessment of the UNDAF Poverty and Social Protection program portfolio during the period under review, conducted an assessment of key results; also, was in charge of the development of the Monitoring and Evaluation framework of the United Nations Development Assistance Framework (UNDAF). Worked with the established M&E focal team at the level of the UN country offices to design a framework that provides the basis for the indicators, their means of verification and assumptions.

Under Gambian national agencies, acted as Project Implementation Officer, developing a detailed term of reference for a combined study on Gambia Agriculture transformation program, coordinating the development of a road map and an investment plan for rice self-sufficiency for the Gambia. also, was National Expert in Monitoring & Evaluation, designing the M&E framework and elaborating the M&E system of the relevant project.

Terms of Reference
Evaluation the United Nations Development Assistance Framework (UNDAF) for The Gambia
2017-2022 [*sic*]

1. INTRODUCTION

The United Nations Development Assistance Framework (now renamed the United Nations Sustainable Development Cooperation Framework (UNSDCF) or Cooperation Framework (CF)) is the central planning document for the United Nations (UN) activities in The Gambia. The current UNDAF covering the period 2017-2021[73] was prepared by the United Nations Country Team (UNCT), in close cooperation with the Government of the Republic of The Gambia (GoTG), civil society stakeholders, academics and the international community to support the efforts needed to achieve the objective of the National Vision 2020 to "become a modern, prosperous democratic state". It is a collective, coherent, and integrated response by the UNCT in three key priority areas of (1) Governance, Economic Management and Human Rights; (2) Human Capital Development; and (3) Sustainable Agriculture, Natural Resources and Environmental Management. The UNDAF also incorporated to the best possible mainstreamed gender approaches throughout the document. Furthermore, it operationalizes the principle of "Delivering as One" (DAO) within the broader ideal of One UN, following the General Assembly Resolution A/RES/67/226 (2012), the release of the Standard Operating Procedures (SOPs) and the Guidelines for Countries Adopting the Delivering as One Approach in 2014.

Evaluation of the UNDAF is an important part of the results-based management cycle and is also a mandatory part of the current partnership framework, in line with United Nations Evaluation Group (UNEG) norms and ethical standards and guidelines. It focuses not only on the development results achieved, but also on identifying internal gaps and overlaps. The UN understand that evaluation improves accountability for results and provides learning about what works, what does not work, and why. The evaluation aims to assess whether the UNCT prioritizes the support and contribution to the country's development in accordance with its national priorities. Finally, it will assess whether UNCT has contributed to changes beyond the scope of and the project to help The Gambia advance in achieving the Sustainable Development Goals (SDGs). It will provide recommendations on the overall strategic positioning of the UN development system in The Gambia and priorities and, considerations for future support.

Furthermore, the purpose of the evaluation is to assess the relevance, effectiveness, efficiency, sustainability, and coherence/coordination and ownership of the results of the implementation of the assistance framework, particularly its contribution to the achievement of national priorities. In addition, the evaluation aims to strengthen programs by realigning priorities, strategies, and interventions. Evaluation-based evidence and recommendations can also be used for resource leveraging and partnerships. Through the evaluation and the final report, governments, the UNCT and other UN stakeholders learn from the process of documenting good practices, which can also be used for the benefit of other countries.

Moreover, the evaluation process is an independent external activity designed to carry out an independent assessment of the results, successes, challenges, and lessons learned throughout the cycle and incorporate them into the next planning cycle spanning and should be carried out in an inclusive manner, through meaningful engagements from relevant national partners to promote national ownership. The primary audiences for whom the evaluation is intended are the UN Country Team (both resident and non-resident) and key GoTG counterparts, as well as other Development Partners, including donors, the private sector, Non-Governmental Organizations (NGOs) and civil society.

The final report will be the main accountability tool for measuring the collective contribution of the UNCT in the Gambia. It will focus on issues at the strategic level and the overall contribution of the United Nations System at the outcome level, as well as the contribution to the national priorities and SDGs. Moreover, it will provide valuable information for improved programming, results, and decision-making for the next program cycle and for enhancing UN coordination at the country level.

The evaluation process became even more strategic with the United Nations General Assembly resolution 72/279, that elevated the cooperation framework as "the most important instrument for planning and implementation of the UN development activities at country level in support of the implementation of the 2030 Agenda for Sustainable Development (2030 Agenda)". Therefore, this evaluation process will be used to learn

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[73] The UNDAF was initially up to 2021 but was extended to 2022 upon the request of GoTG; however, the evaluation is 2017-2021.

from past and current work, its results, and recommendations to inform development of the new UNSDCF for 2023-2028.

2. COUNTRY CONTEXT AND UNDAF/UNSDCF HIGHLIGHTS

The Gambia is one of the smallest countries in West Africa with a total area of 10,679 sq. km (4388 sq. miles). It is bordered to the north, south and east by Senegal and has an 80km coast on the Atlantic Ocean to the west[74]. According to the Gambia Labor Force Survey (GLS) (2018), the total population was estimated to be about 2.3 million persons of which 54.7 % are living in the urban areas compared to the rural areas (45.3%). Out of the 2.3 million, 1.0 million are children aged 0-14 years (43.4 per cent) and 1.3 million are aged 15 years and over (56.6 %). The population aged 15 to 24 years account for the highest proportion of the population with 39.1 %. The population of females is slightly higher than males for the population 15 years and above (52.4 % and 47.6 % respectively).

The Gambia is a multi-party parliamentary democracy with a government divided into independent executive, legislative and judicial branches. A coup d'état in 1994 deposed the first president, who had ruled since independence in 1965, and suspended the country's 1970 Constitution. A presidential election held in 1996 brought in the then Military leader, retired Col. Yahya A.J.J. Jammeh as the Head of State with 56% of the vote. The Alliance for Patriotic Reorientation and Construction (APRC) won the legislative elections in January 1997 with 33 of the 45 seats in the National Assembly. The APRC led by President Jammeh has dominated the political sphere since 1994.[75]

After 22 years of authoritarian rule, the December 2016 presidential election ushered in a historic change of government after the incumbent President Yahya A.J.J. Jammeh was defeated by Adama Barrow and a coalition of opposition parties. Parliamentary elections held in April 2017 gave the United Democratic Party an absolute majority in the National Assembly after they won 31 seats out 58 seats and the APRC won only five seats.[76]

Within the last four years, The Gambia has made significant efforts to transition to good governance and democratic consolidation following the end of the 22 years of authoritarian regime under the former administration. So far, the democratization process has generated significant institutional changes and has brought about transformations in the political landscape. Mindful that sustainable development can only be achieved within an environment of good governance, the government continues to implement institutional reforms that uphold the rule of law and guarantees protection of human rights for all.[77]

Currently, Gambians are enjoying a more liberal environment, freedom of speech as guaranteed by law. Protection of freedom of expression has improved, allowing citizens to express their views about government policies and programs. Although free media continues to be curtailed; it has however flourished compared to the past regime and continues to play a crucial role in scrutinizing governmental and political affairs. While space for citizens engagement continue to expand, power has gradually been distributed vertically and horizontally. Vertically, The Gambia has since 2018 been carrying out a broad decentralization process where local governments are exercising authorities and responsibilities for the provision of public services; horizontally, several key governance and transitional justice institutions have increased. For instance, the government is organizing the presidential election in December 2021. GoTG has also embarked on a transitional justice process, amongst which is the establishment of a Truth Reconciliation and Repatriation Commission (TRRC), National Human Rights Commission (NHRC), Constitutional Review Commission (CRC), Security Sector Reform (SSR) and Commission of Inquiry into the Financial Dealings of former President Jammeh, his family members and close associates.

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[74] Voluntary National Review, 2020

[75] 2016-2020 UNDAF

[76] World Bank Country Profile – Gambia https://www.worldbank.org/en/country/gambia/overview

[77] Draft CCA 2020

The Gambia is a low-income[78] country whose economy primarily depends on agriculture and tourism. Since its independence in 1965 it has been unable to sustain long periods of economic growth due to its vulnerability to weather related shocks and undiversified economy. However, over the past decade (2007-2016) the country has maintained an average GDP growth rate of 3.6%, reaching a GDP per capita of US$ 716.1 in 2018[79]. The productive sector has however not benefited proportionally from the economic growth and the burden of public debt is extremely heavy (81% of GDP[80] in 2019, which generated high interest rates). The service sector, which is the highest contributor to GDP, remains unsophisticated and delinked from the global value chain due to the industry consisting of wholesale and retail trade, and the repairs of motors and motorcycles. Moreover, the contribution of the agriculture, forestry, and fisheries sectors (second largest contributor to GDP), has gradually declined from accounting for nearly a third (32%) of GDP in 2004 to less (21%) of GDP in 2017[81]. Therefore, the country continues to depend largely on aid inflows for net development (27.3% of GNI[82]), and remittances, which account for almost a fifth of GDP (15.3% of GDP[83]). The Gambia's relatively weak economic performance is exacerbated by the effects of the COVID-19 global pandemic in 2020 which resulted in a reduction of tourists and trade disruptions leading to a 0% growth and a contraction in real GDP per capita by 2.9%[84].

As for poverty and income distribution in the country, the GINI index of 35.917[85] illustrates high inequality and the UNDP's Human Development Report 2019 indicates that multidimensional poverty among the population is as high (32%). 48.6% of the population live below the poverty line with the majority (69.5%) of the poor living in the rural areas[86]. The country is also ranked 172 out of 189 countries in the Human Development Index[87]. Gender inequality is exhibited by its low score of 0.612 and rank (148 out of 189 countries) on the Gender Inequality Index[88]. The literacy rates of men and women aged 15-49 is 63.4% and 48.1% respectively[89]. Although progress has been made in the primary school enrolment rates and girls' education, the quality and relevance of curricula and learning materials remains a serious concern. Poor and inadequate education continues to limit youth's acquisition of skills and productivity, while insufficient access to knowledge and information for young entrepreneurs hinders their gainful engagement. Furthermore, the health care system in the country has been under pressure and in dire condition. Inadequate financial support, the increasing population growth, shortage of qualified staff, and the recent COVID-19 pandemic have increased the challenges of accessing quality health care[90]. The average life expectancy in the Gambia is 61.7 years[91]. About 6%[92] of the budget is spent on health care based on the 2020 budget compared to the 15% Abuja declaration. The COVID-19 pandemic is expected to have negative implications on poverty reduction and SDG progress. This will be further compounded by inadequate formal social safety nets for the vulnerable population.

This UNDAF (2017-2021) is the strategic partnership framework between UNCT and GoTG for five years. Aligned with the Vision 2020 document, The Gambia National Development Plan 2018-2021 (NDP), the Program for Accelerated growth and Employment (PAGE) II as well as the SDGs, Africa Agenda 2063, and other international declarations such as the 2015 Paris Climate conference (CoP 21), it defines the priority

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[78] Low-income economies by World Bank Classification are countries with GNI US$ 1,025 or less.

[79] National development Plan 2018-2021, The Gambia.

[80] International Monetary Fund Data Mapper, Available at
https://www.imf.org/external/datamapper/GGXWDG_NGDP@WEO/OEMDC/ADVEC/WEOWORLD/GMB.Last accessed 28.01.2020.

[81] Draft CCA 2020

[82]Gross national income from OECD/DAC 2017.

[83] World Bank, World Development Indicators (WDI), 2019.

[84] The World Bank- Gambian Overview https://www.worldbank.org/en/country/gambia/overview

[85] GINI index measures the distribution of income among individuals and households. WFP evaluation TOR

[86] 2015 Gambian Integrated Household survey

[87] Human Development Index 2020. http://hdr.undp.org/en/content/latest-human-development-index-
   ranking

[88] UNDP, Human Development Report 2020. Available at
   http://hdr.undp.org/sites/all/themes/hdr_theme/country-notes/GMB.pdf

[89] MICS 2018

[90] The draft Common Country Analysis, The Gambia 2020

[91] HDI 2018

[92] 2020 Budget Speech

areas of intervention, identified together with the Government of The Gambia to support the national development initiatives of the Government.

In line with the central objective of poverty reduction and inclusive growth, ensuring core programming principles of "leaving no one behind" and "sustainable development & resilience", the UNDAF incorporated sections responding to humanitarian challenges. It also placed emphasis on resilience building for government institutions which provide basic services, as well as on communities emerging from crisis.

The formulation process of the UNDAF benefited from a joint Common Country Assessment (CCA) with the government, drawing on lessons and experiences of the MDGs and Vision 2020, as well as the previous two UNDAFs. The development of the framework was jointly led by the GoTG and the UNCT with the participation of line ministries, regional governors, National Assembly members, NGO (NGOs), and other development partners, including international financial institutions and bilateral donors. UN non-resident agencies also contributed to the UNDAF.

The UNDAF reflects The Gambia's changing economic, social, and environmental conditions as informed by various studies and country assessment reports. It is designed as a smart tool to address The Gambia's development and humanitarian challenges, leveraging on the leadership, comparative advantages, and position of the UN.

Furthermore, it adopted a programmatic approach that emphasized on results and implementable interventions within priority areas. These areas of cooperation selected considered (1) the common root causes of major development challenges; (2) priority needs of the most vulnerable groups and capacities of state bodies to meet their commitments; (3) goals and targets of the SDGs, UN human rights instruments; and other declarations such as the CoP 21.

Ten outcomes with specific indicators within the three identified national priority areas to respond to The Gambia's development priorities as summarized in the table below were elaborated in the UNDAF. The priority areas and outcomes were explicitly linked to the Sustainable Development Goals (SDGs) impact indicators, ensuring full alignment between the international Post 2015 Agenda and national priorities.

Strategic Result Area	Outcomes
Governance, Economic Management and Human Rights UNDAF for the period will continue to support efforts and initiatives aimed at strengthening national institutions responsible for economic and financial management for the attainment of economic stability, inclusive and sustainable growth. These reforms will guarantee people their human rights, access to basic social services, promote rule of law, accountability, equal access to justice, gender equality and democratic participation in decision-making.	**Outcome 1.1: Sustainable Economic Management** By 2021, accelerate inclusive and sustainable economic growth to reduce poverty and inequality for the vulnerable groups.
	Outcome 1.2: Governance and Human Rights Institutional reforms implemented to ensure rule of law and guarantee people their human rights, such as access to justice, gender equality, basic social services, and democratic participation in decision-making processes.
Human Capital Development Education and health care services with a special focus on raising quality and accessibility. Improved equitable access to water, sanitation, and hygiene as well as social safety nets, nutrition, child protection and HIV/AIDS care services with special focus on most vulnerable. Improve gender equality and promote youth access to reproductive health services.	**Outcome 2.1: Education** Increased access to inclusive and equitable quality and relevant education for all with special focus on the most vulnerable.
	Outcome 2.2: Health Increased equitable access to quality health for all including the most vulnerable.
	Outcome 2.4: Social Inclusion and Protection Access to integrated, inclusive and sustainable social protection services for vulnerable groups through a social protection framework in line with international standards increased.
	Outcome 2.5: Youth and Gender Women and youth empowerment promoted to reduce gender disparities, gender-based violence, access to decent employment, opportunities and ensure effective participation in national development.
Sustainable Agriculture, Natural Resources, Environment and Climate Change Management Integrated Agricultural production and productivity as well as commercialization for inclusive growth and food security Mainstream climate change in our environment and disaster risk management policies	**Outcome 3.1: Agriculture and Food Security** Sustainable agricultural production and productivity increased for enhanced food security, nutrition, and income generation for all in rural and urban areas
	Outcome 3.2 Natural Resources & Environment Management Sustainable, inclusive, and integrated natural resource and environment management enhanced for food security, income generation and safe environment
	Outcome 3.3: Disaster Risk Management Effective national DRM system is in place to strengthen vulnerable communities (men and women) resilience to adverse shocks
	Outcome 3.4: Nutrition Increased equitable and quality access to nutrition specific and sensitive services including the most vulnerable.

Additionally, the UNDAF considered key opportunities, risks and assumptions that could enhance or endanger the achievement of its objectives. These include:

- Priorities identified in the UNDAF that overlap only partially with priorities identified in the National Development Plan may not be fully adopted by the Government;

- Commitments made by the Government to implement the strategic programs supported by the UNDAF, particularly those requiring cost-sharing, specialized skills for oversight, and monitoring and evaluation, may shift;
- Continuous commitment of multi-lateral and bi-lateral donors to support and compliment UNDAF objectives;
- Capacities and competencies of local IPs and counterparts to implement planned activities supporting the achievement of UNDAF outcomes; particularly with the high turnover of senior government officials;
- UNDAF priorities are maintained by the government that comes to power at the start of implementation of the new UNDAF; and
- Continuous engagement between the government and its development partners to enhance partnership and resource mobilization for UNDAF implementation.

3. OBJECTIVES AND SCOPE OF THE EVALUATION

Overall Objective

Overall objective of the evaluation is to assess the progress and achievements towards UNDAF's objectives, outcomes, and outputs and their contributions to addressing the development challenges of the country; to provide information on accountability for the resources delivered, decision making for improved performance and to identify lessons learnt and the best practices for designing a new Cooperation Framework cycle.

The evaluation of the UNDAF is also intended to provide accountability to the actions of the UN System in The Gambia and to examine for the entire 2017-2021 period, the relevance, effectiveness, efficiency, sustainability, and appropriateness of its strategies in support to national development priorities and results, SDGs as well as UN System's internal coherence in implementing its strategies while focusing on lessons learnt and the best practices to guide the new Cooperation Framework cycle.

Specific Objectives

The UNDAF Evaluation will have the following specific objectives:
- Describe the progress of each indicator and its target of all outcomes under the three priority areas as per the UNDAF Result Matrix.
- Assess the progresses, achievements, and contributions of UNDAF interventions in each of the three priority areas and across all ten program outcomes using majorly OECD/DAC evaluation criteria of relevance, effectiveness, efficiency, sustainability, and coordination.
- Critically analyze and identify obstacles and challenges that have impeded the achievement of specific outcomes and outputs.
- Highlight the key lessons learnt, best practices from the implementation of UNDAF interventions and processes, and emerging issues and way forward to inform next Cooperation Framework programming.
- Analyze the level of mainstreaming the five UN programming principles (human rights-based approach, gender equality, environmental sustainability, results-based management, capacity development) across UNDAF interventions as applicable.

Scope of the evaluation

The evaluation of the UNDAF is expected to be undertaken from November 2021 to February 2022. The geographic scope of the evaluation will be national. Regarding the programmatic scope of the evaluation, all the 10 UNDAF outcomes that were implemented from January 2017 to October 2021 will be covered.

4. EVALUATION CRITERIA AND QUESTIONS

The UNDAF evaluation will adopt standard OECD/DAC evaluation criteria namely: relevance, effectiveness, efficiency, and sustainability as well as UN Development Coordination's criteria of coordination as well as humanitarian coverage and connectedness as applicable. These criteria will provide the normative framework to determine the merit of the UNDAF's intervention upon which evaluative judgements will be made.

The evaluation will consider the below questions aligned to the evaluation criteria as well as the previously stated objectives as relevant:

Relevance: To what extent are the outcomes in UNDAF, outputs and interventions identified in the Joint Work Plan (JWP), and agencies' specific Country Program Documents (CPDs) consistent with the NDP, PAGE II, Vision 2020 document, SDGs, Africa Agenda 2063, and other international declarations such as the 2015 Paris Climate Conference (CoP 21) among others? To what extent has the UNDAF been flexible to accommodate the emerging issues (e.g., COVID-19)?

Effectiveness: How effective have the resources and strategies implemented contributed to UNDAF's expected results so far? How effective has the UNDAF been in achieving the expected results outlined in the results framework? To what extent have the UNDAF intervention contributed to gender equality and women empowerment? To what extent have the UNDAF interventions benefited targeted institutions, differential groups including the most vulnerable, people with disability, the disadvantaged, and marginalized population?

Efficiency: To what extent have results of the UNDAF been achieved in the most cost-effective way possible? To what extend where UNDAF resources adequately managed to collectively prioritize activities based on the needs (demand side) rather than on the availability of resources (supply side), and reallocated resources according to the collective priorities and changing needs?

Sustainability: To what extent will the net benefits of the UNDAF interventions continue or are likely to continue? To what extent are the results achieved and the strategies used by the UN System sustainable? What are socio-economic, institutional capacities and environmental systems that need to sustain the net benefits of the interventions over time?

Management and coordination: To what extent were responsibilities properly delineated and implemented in a complementary manner? Have coordination functions ensured coherence, harmonization, and synergy among UN agencies? Has UNDAF improved joint programming among agencies? Are the strategies employed by the agencies complementary and synergistic?

Humanitarian Coverage and connectedness: To what extent have the UNDAF interventions delivered humanitarian assistance to address the humanitarian crisis in the country particularly in terms of geographic and beneficiaries' coverage? How have the UNDAF interventions applied the resilience approach linking prevention, preparedness, response, and early recovery with national capacity building to address the humanitarian crisis?

5. METHODOLOGY; APPROACH; AND QUALITY ASSURANCE AND ASSESSMENT

The evaluation will use a combination of primary and secondary data collection methods. The evaluation team will develop the evaluation methodology in accordance with the evaluation approach and design tools specified below to collect appropriate data and information to answer the evaluation questions. The methodological design will include: an analytical framework; a strategy for data collection and analysis; specially designed tools; an evaluation matrix; and a detailed work plan.

Sampling approach: A systematic purposive sampling approach will be used to select programs (Joint Work Plans; UN agencies CPDs; etc.) that will be covered in the scope of the UNDAF evaluation. The selected program should have sufficient level of transformational intent (depth, breadth, and size) and maturity. The systematic purposive sampling approach will also be used to target groups and stakeholders to be consulted. The selection will be informed by the portfolio analysis and stakeholder mapping undertaken during the inception phase of the evaluation. This analysis will yield information on the relevant initiatives and partners to be part of the evaluation (including those that may not have partnered with the UNCT but play a key role in the outcomes to which UNDAF contributes). The evaluation team should clearly outline the sample selection criteria and process, and any potential bias and limitations.

The sampling technique should ensure that the selected samples adequately reflect the diversity of stakeholders of the intervention and pay special attention to the inclusion, participation, and non-discrimination of the most vulnerable stakeholders. Failing to do so may affect the credibility and technical adequacy of the information gathered.

Representativity: Sampling will make adequate consideration of the different socioeconomic categories, then the choice of entities/partners/structures and other categories of informants to be interviewed according to the intervention area (thematic and outcomes) of the UNDAF

Data collection: The evaluation will use quantitative and qualitative approaches, including literature review, statistics at national and local levels, survey data, semi-structured interviews, direct observation, focus groups and workshops.

Quality assurance: The data collected should be subjected to a rigorous quality assurance for validation purposes, using a variety of tools including triangulation of information sources and permanent exchange with the UNDAF implementation entities at Country Office level.

Evaluation Matrix: The evaluation team will use the template of the evaluation matrix provided by the evaluation manager to systematically structure and consolidate the data collected for each of the evaluation questions. This matrix will allow them, among other things, to identify the missing data and thus fill these gaps before the end of the collection. This matrix will also help to ensure the validity of the data collected.

Participation and inclusion: This evaluation should be conducted using a participatory and inclusive approach, involving a wide range of partners and stakeholders. The evaluation team will carry out a stakeholder mapping to identify the direct and indirect partners of the UNDAF, specifically targeting United Nations organizations and representatives of the national government. Stakeholder's mapping may include civil society organizations, the private sector, other multilateral, and bilateral cooperation organizations and, above all, the beneficiaries of the program.

Contribution analysis (based on the "theory of change"): The evaluation will be conducted based on a theoretical approach, which means that the evaluation methodology will be based on a careful analysis of the expected results, products, activities, and contextual factors (which may affect the implementation of the UNDAF interventions) and their potential to achieve the desired effects. The analysis of the UNDAF's theory of change and the reconstruction of its intervention logic, if necessary, will therefore play a central role in the design of the evaluation, in the analysis of the data collected throughout the evaluation, in communicating results and in developing relevant and practical conclusions and recommendations. Evaluators will base their evaluation on the analysis and interpretation of the logical consistency of the results chain: linking program activities and outputs to changes at a higher level of outcomes, based on observations and data collected during the process along the result chain. This analysis should serve as a basis for the judgment of the evaluators on the contribution of the current UNDAF to the achievement of the outcome level results as targeted by the UNDAF.

Finalization of the evaluation questions and assumptions: The finalization of the specific evaluation questions that will guide the evaluation should clearly reflect the evaluation criteria as well as the indicative evaluation questions listed in this Terms of Reference. They should also take advantage of the results of the reconstruction of the intervention logic of the cooperation framework. The evaluation questions will be included in the evaluation matrix and should be supplemented by sets of hypotheses that capture the key aspects of the intervention logic associated with the scope of the question. Data collection for each of the assumptions will be guided by clearly formulated quantitative and qualitative indicators, also indicated in the matrix.

6. EVALUATION PROCESSES

a. *Inception Phase:* desk review; development of the methodology; *assessment of the theory of change and reconstitution* (if necessary) to better adhere to the UNDAF as implemented; constitution of the sampling frame; sampling; field planning; etc.

b. *Field Phase:* data collection in the field; validation of information, presentation of preliminary findings to UNCT and ESC

c. *Reporting Phase:* data management, analysis and report writing, report validation; submission of draft report for evaluation quality assessment (EQA); etc.

d. *Management response: Dissemination and use Phase:* RCO and UNCT develop the management response

7. EXPECTED DELIVERABLES & WORKPLAN AND INDICATIVE TIME SCHEDULE OF DELIVREABLES

The overall evaluation work is expected to be finalized within 60 working days over a period of three months and the major deliverables include:

Phase	Activities	Duration	Key deliverables
Inception phase	Compilation of documents, desk review and submission of draft inception report	12 days	Approved Inception Report (Not exceeding 20 pages excluding annexes)
Field Phase	Data collection	17 days	Debriefing Presentation to UNCT and ESC
	Validation of information	3 days	
	Debriefing Presentation	1 day	
Analysis and Reporting Phase	Data analysis and report writing	15 days	Draft Evaluation Report
	Presentation of key findings	2 days	Presentation
	Preparation of final report (incorporation of feedback)	10 days	Approved Final Evaluation Report (Not exceeding 70 pages excluding annexes)

The above work plan is an indicative timeline. Based on the major deliverables, the team will prepare detailed work plan and propose alternative timeline by providing clear rationale in consideration with the overall assignment duration. All the documents should be elaborated in English.

9. MANAGEMENT OF EVALUATION

As per UNEG norms and standards, UNDAF evaluations should be participatory and involve all key stakeholders to bolster ownership over the evaluation findings. In line with these standards, the evaluation will involve the following groups of stakeholders:

a. The Steering Committee

The Evaluation Steering Committee (ESC) will oversee and facilitate the proper conduct of the evaluation and accompany the evaluation manager throughout the evaluation process. The Committee will consist of representatives from the UNCT and the government.

b. The Evaluation Manager

The UNDAF Evaluation Manager oversees the entire process of the evaluation, from its preparation to the dissemination and use of the final evaluation report. The Evaluation Manager will facilitate access of evaluators to information source and provide comments on the main deliverables of the evaluation process. The manager ensures the quality control of deliverables submitted by the evaluators throughout the evaluation process; with particular attention paid to ensuring that the UNEG norms and standards, code of conduct and ethical guidelines for evaluations as well as guidance on integrating human rights and gender equality in evaluation are followed/adhered to.

c. The Evaluation Team

The team will be expected to conduct the evaluation in accordance with the instructions of the UNEG norms and standards and oversight of the evaluation manager. Members of evaluation team should be a mix of both national as well as international experts. They should have professional and technical evaluation skills to produce high quality evaluation results and findings that are reliable, relevant and can easily be used for future programming and policy decision. However, none of them should have participated in designing, advising, or executing any aspect of interventions of the current UNDAF cycle or anticipated to play in the next cycle, and therefore, they need to be entirely independent of any of UN agencies in the country. The Evaluation team will be expected to conduct the evaluation in adherence to the UNEG evaluation Norms and Standards, code of conduct and ethical guidelines for evaluations and the guidance on integrating human rights and gender equality in evaluation. They also produce the design report and independently conduct the field data collection and produce the draft and final evaluation report.

The evaluation team should be composed of at least 3 to 5 multidisciplinary evaluators with expertise in Governance, Economic Management and Human Rights, Human Capital Development (Education, Health, Social Inclusion and Protection, Youth and Gender, and Nutrition), Sustainable Agriculture, Natural Resource and Climate Change Management including Disaster Risk Management.

The team leader will be an international consultant (non-Gambian national) and responsible for providing overall leadership, guidance, designing of evaluation methodology and ensuring the implementation of the evaluation, and coordination for draft and final report as per the required standard and quality. The team leader will also be responsible for the management of the evaluation team and should have at least the following qualification and experience:

a. Minimum 10 years' experience in program evaluation. Experience in UNDAF evaluation will be an asset.
b. Master's degree or above in International Development, Public Administration, Economics, Evaluation, or related fields.
c. Extensive experience of qualitative and quantitative data collection and analysis methods.
d. Excellent capability in reporting highly credible conclusions substantiated by evidence and develop clear, realistic, actionable recommendations.
e. Excellent knowledge of different types of theories of change, logic models and can use systems approach to recreate the development of theories of change and logic models to facilitate evaluative thinking.
f. A strong record in designing and leading evaluations in complex context, using a wide range of evaluation approaches, and identifying existing best practices.
g. Possess professional foundations, technical evaluation skills, management skills, interpersonal skills and promoting a culture of learning for evaluation.
h. Process management and facilitation skills, including ability to negotiate with a wide range of stakeholders.
i. Strong understanding of the United Nations system, Sustainable Development Goals and UNDAF programming processes and procedures.
j. Ability to assess the application of the five UN Programming Principles: human rights (the human rights-based approach to programming, human rights analysis, and related mandates within the UN system), gender equality (especially gender analysis), environmental sustainability, results-based management, and capacity development.
k. Knowledge and expertise in two or more thematic areas of the UNDAF is desirable, with specific focus on gender aspect.
l. Familiarity of national planning processes is desirable.
m. Experience of The Gambia context is desirable.
n. Strong management, communication, interview and writing skills.
o. Demonstrated ability to deliver quality results within strict deadlines.
p. Must be able to work in a *multidisciplinary team and multicultural environment*.
q. Proficiency in English.

The team members will provide thematic expertise in the priority areas of the UNDAF and contribute to the overall delivery of the evaluation including the design of evaluation methodology, data collection and analysis as well as the draft and final evaluation report. The team members should include at least one or two Gambian nationals. The members of the evaluation team should have the below experiences and expertise:

- Master's degree or above in International Development, Public Administration, Economics, Human Rights and Gender Equality, Agriculture, Natural Resource Management, Public Health Administration, Human Development, Evaluation, or related fields.
- Extensive experience of qualitative and quantitative data collection and analysis methods.
- Minimum 5 years' experience of conducting complex evaluations.
- Proven experience in designing, monitoring and evaluations using a wide range of evaluation approaches and identifying existing best practices.
- Strong understanding of the United Nations system, Sustainable Development Goals or UNDAF programming processes and procedures.
- Familiarity of national planning processes.
- Experience of The Gambia context.
- Knowledge and expertise in two or more thematic areas of the UNDAF is desirable.
- Strong management, communication, interview and writing skills.

- Demonstrated ability to deliver quality results within strict deadlines.
- All team members must be able to work in a multidisciplinary team and multicultural environment.
- Proficiency in English.