**7. RECOMMENDATIONS**

As stated earlier, the UNDP Governance Programme in The Gambia has been successful and positively impacted the lives and livelihoods of Gambians in general. UNDP has been rated a strong and reliable partner by Implementing and Development Partners.

The Evaluation revealed positive contributions and progress in key areas like Capacity Building and Institutional Strengthening, Transitional Justice & Human Rights, Security Sector Reform, Gender Equality and Mainstreaming, Rule of Law, and Leadership and Accountability.

The foregoing notwithstanding, analysis of the findings and lessons learned exposed some challenges and issues that need UNDP and Implementing Partners' attention to consolidate the gains registered so far and achieve sustainable results in the long term.

Accordingly, the following recommendations are offered to guide the UNDP and Implementing Partners in furtherance of the Governance Portfolio:

**7.1 Recommendation: Accepted**

Given the expansion and evolution of the Governance Portfolio since the Transition in 2017, UNDP should strengthen the capacity of the portfolio to manage the attendant high expectations.

The CO has expanded the governance portfolio since the coming of the new governance by increasing its number of governance projects and in the process of recruiting its critical staff, i.e., Programme Specialist and Analyst.

The CO is considering moving from project to portfolio management to better align with CPDs and continuous institutional learning.

**7.2 Recommendation: Accepted**

To ensure smooth and effective project/programme implementation and sustainability, the government should address the security of tenure, staff turnover, and frequent staff movements.

Since the coming of the new government, staff turnover and frequent staff movement has stalled, and security of tenure greatly improved. Most of our partners have stayed on their job for a more extended period nowadays.

**7.3 Recommendation: Accepted**

The CO continues to support capacity building and institutional strengthening initiatives/interventions among Implementing Partners - CSOs/NGOs and LGAs and Government **for smooth and effective implementation, enhancement, and sustainability of the Governance Program.**

Capacity building in the form of training, support to equipment. systems and processes continue to be prioritized by the country office and over 60 percent of the governance related resources target capacity building of implementing partners. Also, the conducted HACT training with the IPs last year to improve institutional capacity on delivery.

**7.4 Recommendation: Accepted**

UNDP should strengthen M&E capacity within the Governance Portfolio (UNDP and Implementing Partners).

 Identified staff have received web-based trainings on M&E and reporting) Otherwise, the PBF funded projects have received M&E training from PBSO and resources (including contact with M&E specialists through the PBF Secretariat). Although there is an M&E specialist, there is a need to capacitate more staff members on the M&E for effective project implementation.

**7.5 Recommendation: Accepted**

In the interest of efficiency, effectiveness and economy, UNDP and Government should strengthen coordination, collaboration, and communication mechanisms within the Governance Programme.

CO holds bi-weekly Unit meetings to enhance coordination, collaboration, and communication. National economist, Peace and Development Adviser, and Communications Analyst frequently join meetings to render advice and support. Unit mailing list established.

UNDP has reduced the number of implementing partners, and for the governance portfolio, the Ministry of Justice is the main partner. Although the project's interventions within the governance portfolio had their individual steering committees, CO planned to adopt a portfolio approach to improve coordination, collaboration, and communication. Furthermore, a partners/stakeholder matrix is being developed to ease visualization degree and nature of collaboration with partners/stakeholders.

**7.6 Recommendation: Accepted**

UNDP should improve the visibility of its contribution to, and engagement with the Private Sector, especially in light of the achievements registered by the Governance Portfolio.

The CO recruited a full-time communication analyst, contributing greatly to the visibility of UNDP operations and programme impact. Governance engagement with the private sector is initiated in supporting service provision. Recently CO is implementing a gender equality seal programme with the private sector in which six companies are taking part. Also, UNDP works closely with the private sector, including the GCCI and private cooperation, and these engagements and collaborations are reported in the media and on social media.

**7.7 Recommendation: Accepted**

For the purposes of sustainability of the Governance Programme, Government should continue its support of project activities after project end and promote and pursue resource mobilization initiatives. In the same vein, UNDP should maintain frequent engagement with Implementing Partners and Development Partners through, but not limited to, the Development Partners Forum.

All governance interventions take into consideration sustainability issues. The advocacy of resource mobilization is active in the country with traditional government and non-traditional partners. Such engagement goes beyond the development partner's forum to active engagement through direct contact and sharing concept notes and intervention results.

The Government (Ministry of Justice) spearheaded the development of concept note on a project designed to implement the Truth, Reconciliation and Reparations Commission’s recommendations. The PBF will likely fund this project (3.5million USD). Additionally, UNDP, in partnership with UNFPA and OHCHR, has submitted a joint proposal to PBF under its Gender Promotion Initiative, a project aimed to provide mental health and psycho-social support to SGBV survivors (1.5million USD). All concept notes were drafted in consultation with relevant stakeholders, including local CSOs.