

MULTI-COUNTRY PROJECT DOCUMENT

Project Title: Empowering West African Women Small and Medium Enterprises in Rice Value Chains (EWASME)

Project Number: 00132142

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PAC Meeting date: 30/12/2023

Brief Description

Rice is one of the most important food crops in Africa. In sub-Saharan Africa (SSA), it is not only the most demanded staple food, but it is also the highest traded food product in the region. In West Africa, rice is an important staple food, vital for food security and nutrition. The economic activities related to the production, processing, distribution, and consumption of rice are considered fundamental for economic development, food security, and poverty reduction. Women engaged in rice production are limited by socio-economic factors that prevent them from upgrading and expanding their businesses within the rice value chain. The EWASME Project will address barriers that women are facing and provide support for upgrading and advancing women-owned/led Small and Medium Enterprises (SMEs) and Very Small Enterprises (VSEs) within the rice value chain in Guinea, Niger, Senegal, and Sierra Leone. The Project will provide four categories of support to various types of businesses engaged in the rice value chain with the aim of reaching a total of 1,000 businesses across the four countries: (i) Capacity Development Support, (ii) Business Upgrading and Growth, (iii) Value Chain Development for Market Access, and (iv) Enabling Environment. To this end, the EWASME Project will provide direct support to 500 WSMEs, and 500 WVSEs, engaged in the rice value chain in the four target countries. The Project financing will directly help to generate a minimum of 5,000 direct jobs and support 20,000 indirect jobs across the four countries.

Contributing Outcomes (RPD):

Priority 2 – Prosperity. African citizens (especially women and youth) benefit from a regionally integrated, structurally transformed, and inclusive economy.

Related Strategic Plan outcome 1: Structural transformation accelerated, particularly green, inclusive, and digital transitions

Output 2.3. National Governments, subnational governments and private sector organisations have the knowledge and tools to promote and support youth and women relevant productive value chains based on a sectoral and ecosystem approaches

Output 2.4. Policies and practices developed and business models facilitated for inclusive private sector development across diverse country settings, including in Africa's borderlands

Output 2.5. Informal sector enterprises enabled to engage on a path of sustainable and resilient growth


Total resources required:	10,587,700 USD	
Total resources allocated:	UNDP TRAC:	1,000,000 USD
	Donor:	9,587,700 USD
	Government:	0
	In-Kind:	0
Unfunded:	0	

United Nations Development Programme
EWASME Multi-Country Project Document

Indicative Output(s) with gender marker:
GEN3 (Gender equality as a principle objective)

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Agreed by (signatures):

DocuSigned by:

20-Feb-2024

Njoya Tikum,
Director of the Sub-Regional Hub for West And Central Africa

¹ The Gender Marker measures how much a project invests in gender equality and women’s empowerment. Select one for each output: GEN3 (Gender equality as a principle objective); GEN2 (Gender equality as a significant objective); GEN1 (Limited contribution to gender equality); GEN0 (No contribution to gender quality)

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I. DEVELOPMENT CHALLENGE

Despite a positive economic outlook, Senegal, Sierra Leone, Guinea, and Niger remain some of the poorest countries of the world. According to the World Bank, Senegal, Sierra Leone, Guinea and Niger's GDPs grew respectively by 6.1 percent, 4.1 percent, 3.9 percent, and 1.4 percent in 2021². However, more than 40 percent of their population³ still live under the poverty line and this rate reached 57 percent in Sierra Leone in 2018⁴. A lot of progress remain to be made on the three key dimensions of human development, i.e. "*a long and healthy life*", "*being knowledgeable*", and "*have a decent standard of living*", as measured by the UNDP Human Development Index (HDI) where they ranked respectively 170th, 181st, 182nd, and 189th out of 191 countries in 2021⁵.

Agriculture is one of the major sectors of these economies; nevertheless, food insecurity and malnutrition persist and affect an important share of the population. According to the World Bank (2021), the primary sector employs 73 percent of the total workforce in Niger, 61 percent in Guinea, 54 percent in Sierra Leone and 30 percent in Senegal⁶. It accounts for 60 percent of Sierra Leone's GDP, 36 percent of Niger's, 26 percent of Guinea's, and 15 percent of Senegal's.⁷ Nevertheless, Senegal, Sierra Leone, Guinea, and Niger rank 86th, 110th, 99th, and 97th out of 113 countries on the Global Food Security Index⁸. According to FAO estimates, 7,7 million people were undernourished in the four countries between 2009 and 2018⁹ and the situation doesn't improve significantly.

This situation has been exacerbated by a succession of economic, social, political, health and environmental crises during the last years. Restrictions due to the COVID-19 pandemic in 2020 and 2021 significantly disrupted domestic and international trade, thus reducing local employment and output. Moreover, the war in Ukraine in January 2022 has altered global patterns of trade, production, and consumption of commodities, causing high energy and fertilizer prices, and inflation. In Guinea and Sierra Leone, these crises further impacted the most vulnerable already fragilized by the ebola outbreaks, which combined with the drop in international commodity prices, caused an economic recession in 2014. In Sierra Leone, an ongoing economic crisis fueled by the rise in the cost of living led to violent protests in August 2022 that left dozens of people dead. Inflation averaged 27 percent in 2022, compared to 12 percent in 2021 due to a 60 percent depreciation of the Leone throughout 2022 and fragile fiscal policies.¹⁰ Meanwhile, Guinea¹¹ and Senegal's¹² economies have been impacted by a socio-politic crisis since 2020, which led to violent protests and tens of deaths in both countries. In 2021, Guinea experienced a coup, which brought a military junta to the power. Besides, Niger is grappling with the economic effects of the jihadist threat in the 3-borders area (Mali, Burkina Faso, Niger), and sanctions of the ECOWAS¹³ and African Union following the coup of July 26th, 2023. Environmental and climate challenges are also important with Niger rice production being impacted by the silting up of the Niger river and droughts, whereas Guinea's and Sierra Leone's by more and more major recurring flooding events..

² Data.worldbank.org, 2023

³ Resp. 56.8%, 40.1%, 43,7% and 34% (international definition of poverty) to 47 (national definition of poverty) for Senegal

⁴ World Bank, 2018, 2019

⁵ UNDP, Human Development Report, 2021-2022

⁶ World Bank, 2019

⁷ World Bank, 2021

⁸ Economist Impact, Global Food Security Index 2022

⁹ Calculated based on Data on food security retrieved from FAO (2019)

¹⁰ James Ndwaru, The Exchange.Africa, Presidential polls find Sierra Leone in economic crisis, June 2024

¹¹ Seneweb, Guinée: affrontements entre des jeunes et les forces de l'ordre le jour anniversaire du putsch, Septembre 2023 ; DW Français, Guinée : manifestation contre la junte qui a pris le pouvoir il y a deux ans, Septembre 2023

¹² Le Point Afrique, Manifestations au Sénégal : le gouvernement, l'ONU et le patronat font le bilan, Juin 2023 ; BBC News Afrique, Au moins 16 morts lors des manifestations violentes après la condamnation de Ousmane Sonko, 2023

¹³ BBC News, Cherif Ousman Mbardounka, Coup d'État au Niger : les conséquences des sanctions de la CEDEAO, August 2023; TV5 Monde, Margot Hutton, Niger : comment les sanctions économiques affectent-elles le travail des humanitaires ?, August 2023

Rice is one of the most strategic commodities for food security in the region. The rice consumption per capita per year was estimated at almost 190 kg in Sierra Leone, 150 kg in Guinea, and 125 kg in Senegal¹⁴ making these countries respectively the 4th, 11th and 15th world biggest rice consumers per capita in 2022¹⁵.

Despite being the largest producer of rice in SSA, West Africa is unable to meet the increasing national demand both in terms of availability and preferred quality and is, therefore, importing large amounts to meet the big deficits. Currently, self-sufficiency ranges among the target countries between 30% in Niger to 69% in Guinea. The four countries imported more than 3.4 million tons of rice in 2021, 23 percent more than in 2017¹⁶. Efforts to increase the local production and reduce imports have started to bear fruits in Senegal and Sierra Leone, where imports remain stable at ~1.1 Million and ~400 thousands tons respectively between 2017 and 2021¹⁷. However, Guinea and Niger imports increased by 44 and 72 percent respectively to reach 939 thousands tons and 828 thousands tons in 2021¹⁸. This is not only unsustainable, but it also threatens resilience and increases vulnerability by undermining economic development.

In addition to insufficient production, poor and inefficient post-production management hinders the competitiveness of the locally produced rice. An efficient post-production system aims to minimize losses and maintain the quality of the rice until it reaches the final consumer. Yet, in these countries, post-production activities are often manually carried out using basic technologies and inefficient methods and there are limited incentives, resources, and knowledge for improving post-production technologies and processes. Besides, the lack of regulatory frameworks to set and enforce product market standards hampers the establishment of quality assurance mechanisms. This often results in poor quality milled rice, high costs, end prices too low or too high and low profitability of domestic rice production. *As a result, revenues of local farmers and SMEs involved in the post-production stages of the rice value chain remain low, making them vulnerable to poverty, economic shocks, and food poverty.*

To address these challenges, the Islamic Development Bank (IsDB) funded the Regional Rice Value Chain Programme (RRVCP) in these countries. The RRVCP aims to support the development of the whole rice value chain by facilitating access to quality inputs, mechanized production, and funding lines.

The implementation of this program highlighted the importance of women in the value chain as well as the gender specific challenges they face. In Guinea, women are not only at the forefront of processing but are also central in marketing as well. In Sierra Leone, women put more hours than men into rice production, while in Senegal, they manage 56% of the total area of rice cultivation, and in Niger, they constitute 56% of the population involved in rice value chain. In Sierra Leone, they are involved in activities mostly performed manually including threshing, winnowing, parboiling, drying, and milling. Similarly, in the Niger River valley and in the Basse Guinée region, they perform traditional shelling, parboiling, and retail distribution of the rice, and, at a lesser level, rice conservation, storage and transport. In Senegal, women SMEs and organizations in Dagana, Matam, Fatick, Kaolak, and Kolda provide rice threshing, husking, and marketing services.

Generally, women in the agriculture sector in SSA are poorly informed of opportunities that would improve their work situation as well as productivity. Since they are poorly represented in rural organizations and institutions' leadership, they do not participate equally in decision-making processes, and in collective activities that could positively impact their socio-economic advancement. While women are active in the production and retail sale of local rice, gender stereotypes and social restrictions relegate them to peripheral positions, putting them at a

¹⁴ FAOSTAT, 2015

¹⁵ [Rice Consumption Per Capita | Helgi Library](#)

¹⁶ Estimations based on UNCOMTRADE, Trademap, 2022 (official imports only)

¹⁷ UNCOMTRADE, Trademap, 2022

¹⁸ UNCOMTRADE, Trademap, 2022

disadvantage in connecting with central actors and establishing commercial trade relationships. Furthermore, customary laws, norms, beliefs, and practices impact the extent to which women can access, own and control resources.

In addition, women’s participation in spheres that can significantly improve their livelihoods is limited by several factors. Three such factors are: a) Financial constraints –the cost of borrowing from commercial banks and microfinance institutions (MFIs) is high (often over 20% per annum) and thus prohibitive for most to access financing in addition many are unable to meet the requirements of financial institutions in relation to the provision of guarantors and collaterals, b) Non-financial constraints that are related to several factors, most notably their financial management skills and ability to develop and manage sustainably profitable businesses as well as customary laws and traditions pertaining to land use rights, and c) Poor links to existing private sector- led value chains that could address constraints on both the input and output markets.

Despite the significant role women play in food security and within the rice value chain, little support is directed to strengthening their productivity and advancement within it. Designed to complement the Regional Rice Value Chain Project (RRVCP), the EWASME Project will contribute to narrowing the gap between men and women in the rice value chain while promoting an enabling environment for the WSMEs and WVSEs to grow and expand across all levels of the rice value chain.

With the advancements of rice as a structural component of the West African diet, governments within the region have included it within their development efforts to realize national food security and contribute to poverty reduction. The development of a strong private sector through the emergence of competitive SMEs and the advancement of the four countries on gender equality questions are also important priorities for the Governments. *(See the Alignment with development frameworks section for more details)*

I. STRATEGY

Theory of change

The Theory of Change (ToC) of the Project (illustrated below) underscores the importance of addressing the four core and interlinked problems (limited access to financing, limited technical and business skills, and poor links to markets, and lack of enabling policies particularly land rights for women) to empower WSMEs and WVSEs through effective engagement in sustainable rice value chains in West Africa.

The ToC is the following:

IF :

1. WSMEs and VSEs improve their technical and business skills Women-owned businesses access more funding and adequate materials and tools,
2. WSMEs and VSEs increase their access to finance,
3. WSMEs and VSEs increase their production and sales,
4. The enabling environment supporting WSMEs and VSEs is improved,

THEN

- There will be an improved performance of WSME/WVSEs in rice production

THEREFORE, the EWASME project will contribute to an Improved engagement of women entrepreneurs in the post-production segment of rice value chain.

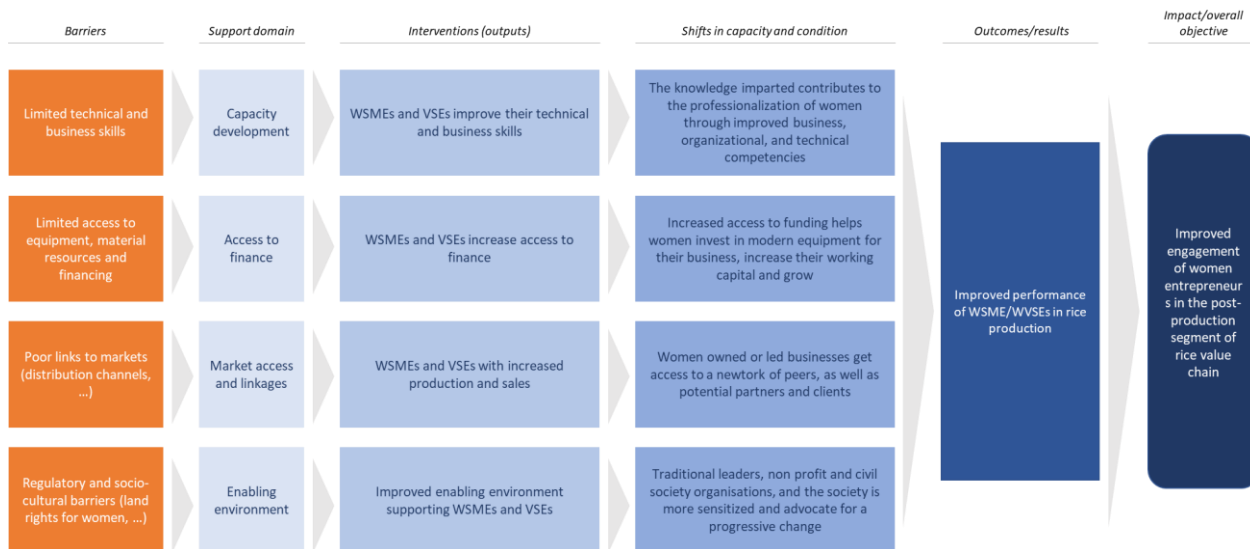


Figure 1: EWASME Theory of Change (ToC)

Scope

The EWASME Project combines capacity development and grant matching aimed at supporting women owned or led businesses to grow and move up the rice value chain, and connect with local markets and potentially regional markets for future opportunities as well as creating an enabling environment for their growth within the rice value chain.

The Project will generally focus on enhancing the processing and distribution capacity of women involved in the rice value chains. This will, however, be done in ways that leverage on the significant funding and technical expertise that the RRVCP brings forth. Financing in the form of matching-grants will be provided to 500 WSMEs and 500 WVSEs, across the four Project countries, their effective participation is crucial in the overall development of a sustainable rice value chain.

Financing of businesses will be scrutinized and monitored to ensure that the funds are delivered to the rightful enterprises with clear proof of legal registration of their enterprise that is consistent with the legal regulatory procedures of each country.

Opportunities of connecting the enterprises with the private sector off-takers, and having private sector entities to provide the collateral that banks require for lending will be explored where possible. This way, the need for a matching grant will be minimized. These arrangements will increase the scope of the Project to support many women owned businesses in a sustainable manner.

The Project will address some of the challenges that hinder women-owned or led businesses including access to land tenure and access to finance through assessment of regulatory frameworks and community dialogues as well as engagement with financial institutions to ensure their gender sensitivity and responsiveness to the needs of these businesses.

The RRVCP has earmarked significant resources for increasing production and productivity. The EWASME Project's interventions will, therefore, mostly cover the postproduction segment of the rice value chain.

Approach

The EWASME Project will provide four categories of support to various types of businesses engaged in the rice value chain with the aim of reaching a total of 1,000 businesses across the four countries: (A) Capacity Development Support, (B) Business Upgrading and Growth, (C) Value Chain Development for Market Access, and (D) Enabling Environment.

a. Capacity Development Support

The objective of this component is to develop the capacity of 500 WSMEs and 500 WVSEs to improve their productivity and business skills, with the aim of increasing their profits, as well as improving business connections and engagement in larger supply chains.

The component will finance specialized and targeted capacity development of businesses in financial and organizational management, business skills, as well as technical skills in processing and post-harvest (including marketing).

Activities of this component include but are not limited to: (i) targeted training, coaching, and mentoring on good agricultural practices, including exchange visits and short-term incubation in more mature agribusinesses; and (ii) provision of training and facilitation of the preparation of sound business plans and/or certification. The beneficiaries, including the most vulnerable, will be accompanied by agriculture/agribusiness advisors who will work with them to customize sound projects and business plans, as well as identify specific capacity-building needs and prerequisites for their success. For example, businesses engaged in rice processing, aggregation, trade, and retail will receive training on managerial and business management (quality oversight, fair and competitive business practices, and financial and personnel management) and marketing. Businesses engaged in trade and retail will receive training and advisory support in business development and social capacity development (partnership development, networking).

This component will be implemented with the support of a specialized firm/ consultant (service provider) with experience in delivering technical assistance to agribusinesses and organizing agricultural value chain structuring activities.

Inspired by the UNDP Growth Accelerator successful experience in Liberia and many other countries, in-person adaptive learning¹⁹ will be the preferred training and mentoring modalities. This will be done through groups bootcamps and regular dedicated mentoring sessions in the beneficiaries' trade and processing facilities. Online and virtual training could also be considered if relevant.

Activities to be supported in component include but are not limited to the following.

- Development of eligibility criteria for WSME and WVSE that will be receiving Business Development Services
- Selection of specialized firm/ consultant (service provider) with experience in delivering technical assistance to agribusinesses and organizing agricultural value chain structuring activities
- Training on managerial and business management (quality oversight, fair and competitive business practices, and financial and personnel management) and marketing.
- Training and advisory support in business development and social capacity development (partnership development, networking).
- Provision of agriculture/agribusiness advisors to customize sound Projects and business plans
- Provision of exchange visits and short-term incubation in more mature agribusinesses
- Training on technical skills in processing and post-harvest (including marketing).
- Training on climate change and response in the rice sector.

b. Business Upgrading and Growth

This component will focus on providing financial support to the beneficiaries through grant-matching assistance that will help them to improve their sales as well as create business opportunities for them along the rice value chain. The financial institutions (commercial banks and MFIs) (FIs) working with the RRCVP and beyond will be engaged in EWASME to serve as the

¹⁹ Adaptive learning is a technique to use data-driven instruction to adjust and tailor learning experiences to meet the individual needs of each student. Adaptive learning systems can track data such as student progress, engagement, and performance, and use the data to provide personalized learning experiences. Adaptive learning is part of interactive learning which addresses the needs of individuals through learning pathways, effective feedback, and supplemental resources; as opposed to an one-size-fits-all curriculum (Kurt, 2021). Technology advancement makes adaptive learning easier to implement. (Source: Montclair State University)

custodians of the matching grants. The component has two sub-components (i) matching grants for WSMEs and (ii) matching grants for WVSEs.

The process of selection and qualification of each WSME and WVSE and the modality of grant deployment and utilization will be clearly outlined in the Operational Manual that will be developed. This is deemed effective and is based on IsDB's previous microfinance support Projects for women and youth in many countries in Africa including Senegal, Nigeria, Burkina Faso Egypt, and Tunisia, as well as the grants matching model of the We-Fi financed Business Resilience for Value Added Enterprises (BRAVE) Women Project. It is envisaged that the Project will improve the operational and financial performance of the WSMEs and WVSEs in the rice value chain, create new employment opportunities, increase their access to a more robust financing and, improve the quality of life for the local communities.

- **Sub-Component B1: Grant Matching for WSMEs**

Those WSMEs primarily engaged in processing, aggregation, trade and retail, and that have completed business development support training, will be eligible for the grant matching scheme offering a grant of a maximum of USD 9,000. The minimum size of the matching grant will be calibrated on a country-by-country basis and outlined in the Operational Manual. Initial roll out plans per country will use the same financial institutions used in the RRVCP.

The grant will be used mainly for (i) the provision of essential capital assets, (ii) working capital and relevant services to support the growth and expansion of their enterprises, (iii) upgrading their products which may be through the introduction of technologies that improve the quality of products and product differentiation, and/or (iv) improving the efficiency, for example, through reducing costs or increasing delivery. Among the most needed support in the rice sector are improving processing, packaging, aggregation, storage and distribution. These are critical to developing competitive products and value chains. The RRVCP has earmarked significant resources for increasing production and productivity. The EWASME Project's interventions will, therefore, mostly cover the postproduction segment of the rice value chain.

- **Sub-component B2: Grant matching for WVSEs**

The Project will work with a total of 500 WVSEs in the four countries. The WVSE will be selected based on their significant role within the rice value chains. Each WVSE will be supported with a matching grant of up to USD 4,500. A flexible matching ratio by the WVSEs would range from 50% down to 20%. Depending on the income generation capabilities of the WVSEs, the matching contribution might be expressed in cash or in kind.

The WVSEs' grants would be used for the provision of essential capital assets, working capital and relevant services to support the growth and expansion of their enterprises or to start entrepreneurial activities in another level of the value chain. The actual needs will be captured in the business plans developed in Component A.

Activities that will be conducted under this components are the following.

- Formulation of Operation Manual for grant disbursement
- Development of eligibility criteria for WSME and WVSE that will be receiving Grant
- All matching grants resources to 1,000 (500 WSMEs and 500 WVSEs) across the four countries [230 (Guinea), 260 (Senegal), 200 (Sierra Leone) and 310 (Niger)].

- c. **Component C. Value chain development for market access**

This component will support WSMEs in creating business linkages with value chain actors for growth and sustainability. Business linkage activities will include industry trade fair participation, mentoring, and other match-making activities, as well as encouraging firms to enhance the participation of WSMEs moving up the rice value chain.

Suitable partnerships will be facilitated between producers and the market-facing actors including the private sector. The Project will promote a range of approaches including linkages with market channels such as modern retail, organized national markets, e-markets, and exporters. The Project

will benefit from the RRVCP efforts in strengthening the capacities of producers on trade and market requirements such as quality standards and certification.

The component will strategically invest in strengthening/developing the capacity of value chain actors in marketing aspects by organizing events, exposure visits, and branding of local rice, which will improve the visibility of WSMEs' products and market accordingly.

A Consultant/firm will be hired to support WSMEs to create business linkages with value chain actors for growth and expansion. Business linkage activities will include industry trade fair participation, mentoring (including short term incubations where possible), other match-making activities as well as engagement with firms to enhance the participation of WSMEs moving up the rice value chain.

The Project will benefit from existing e-platforms for facilitating women markets' access at the national and regional levels to facilitate knowledge exchange and networking for WSMEs in agriculture, such as "Buy From Women Platform" or 'Promote our Women Entrepreneurs and their products'.

By strengthening business linkages and developing internal networks, the Project will also help strengthen the resiliency of the rice value chain and mitigate disruptions in the supply chain. It will as well ensure uninterrupted access to markets in times of crisis, one of the effects of COVID-19 crisis.

Activities in this component is: Selection of Consultant/firm to create business linkages with value chain actors.

d. Enabling environment

This component will focus on addressing the regulatory and socio-cultural factors that serve as barriers for women-owned businesses at the micro, meso and macro levels.

- **Social and cultural factors**

An NGO will be engaged in the Project to develop and carryout community outreach activities and dialogues to raise awareness and understanding on norms and practices that impact and create barriers for women's engagement in entrepreneurial activities. This includes engagement with community leaders and women groups in dialogues on customary laws affecting women's access to land and assets as well as on other related norms. It is expected that this subcomponent will raise awareness at the community level on the importance of women's economic empowerment and their access to productive resources that are beneficial for the whole community. This in turn will have an impact in creating an enabling environment for women entrepreneurship in the rice value chain beyond the Project.

- **Improve financial institutions capacity to serve women clients**

Country Project Coordinators will work with the FIs to improve their engagement with female clients, WSMEs and WVSEs in particular. The IP will apply its Resource Guide for Financial Institutions to support the FIs in understanding the needs and challenges of female clients. This includes imparting staff, especially client-facing staff, with knowledge and skills on how to provide better support to female clients and entrepreneurs in particular and helping the institutions to review and align their code of conduct, which safeguards and protects their clients from exploitation and developing gender-sensitive screening procedures (client appraisals and screening tools). The Country Project Coordinator will also work with the institutions to customize their financial products and outreach to be more suitable/responsive to women's needs.

- **Reduce gender biases in laws and policies**

A consultancy firm will be hired to undertake an assessment at the national level on gender-equitable land tenure to identify policies and legal frameworks that prevent women from land ownership and identify appropriate measures to be adopted, that will help increase women's access to land as an asset or collateral for greater access to financial resources. The findings will be disseminated to policymakers at both national and local levels to galvanize support and action to address the issues highlighted by the assessment. Advocacy and other interventions will be conducted by the Project as proactive measures to address the problems identified through the

assessment. The assessment will be based on FAO's Legal Assessment Tool (LAT) for gender-equitable land tenure.

All in all, activities of this component are the following.

- Selection of NGO to develop and carryout community outreach activities and dialogues to raise awareness and understanding on norms and practices that impact and create barriers for women's engagement in entrepreneurial activities.
- Selection of Consultancy firm to undertake an assessment at the national level on gender-equitable land tenure to identify policies and legal frameworks that prevent women from land ownership and identify appropriate measures to be adopted, that will help increase women's access to land as an asset or collateral for greater access to financial resources.
- Development of capacity building Project aimed at improving financial institutions capacity to serve women clients.

Approach

Building on the UNDP experience with developing businesses in Liberia, Sierra Leone, and other African countries, this project activities will be implemented using the Growth Accelerator's model. Selected by an investment committee, the beneficiaries will benefit from a support package that will combine (i) Capacity development, training, and mentorship, (ii) Matching funding and Enhanced access to finance through local banks aiming to boost finances for beneficiary WVSEs and women-owned businesses, allowing them to grow and upgrade their businesses, (iii) Development of market linkages.

Beneficiaries will be split into categories based on their difference in maturity levels, learning curves, and needs. They will be provided support in cohorts. WVSEs will be preferably supported through women groups to ensure the sustainability of the investment and reduce risks.

The Project will be tailored to the needs of each category of beneficiaries identified in order to maximize impact and chances of success.

The details of the implementation approach will be provided in the Operations manuals of the project after a detailed study conducted by a consulting firm.

The RRVCP Management Units will be associated during the implementation to maximise the use of fundings and ensure impact. For example, the list of beneficiaries will be shared and compared with the list of beneficiaries of the RRVCP to prevent double-counting.

Geographic breadth

The project aims at supporting at least 1000 women-owned businesses across the four countries as following.

Country	Target number of businesses
Guinea	230
Niger	310
Senegal	260
Sierra Leone	200

This distribution was estimated based on the countries population size and the size of the funding agreement signed between the IsDB and the Government of each country.

In each country, the project will be implemented in the following locations.

Country	Project Locations/districts *
Guinea	<i>Dinguiraye, Siguiri, Boké, Boffa, Dinguiraye, Kouroussa, and Dubreka</i>
Niger	<i>Dosso, Niamey and Tillabery</i>
Senegal	<i>Sedhiou, Ziguinchor, Thies, Kaolack, Fatick, Kolda</i>

Sierra Leone	<i>Torma Bum, Tonkolili</i>
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**In italics: first priority target locations as agreed on during stakeholders consultations*

Figure 2: EWASME target districts in the four countries

These districts will be reviewed following a consultation process involving the IsDB, the RRVCP, the UNDP, relevant Ministries of the Government in each country, and donors and the results of the baseline study conducted by an independent firm.

To maximize impact, the project will intervene first in the priority areas as classified by stakeholders.

Three major considerations have guided the selection of these districts:

Category	Criteria
The potential for success	Availability of paddy, but insufficient processing capacity (number and quality)
	Strong production and processing but insufficient and/or difficult marketing
	A sufficient number of women's organizations active in the rice value chain
The potential for impact	High level of poverty
	Underserved areas
	Under-connected areas
Synergies with the Regional Rice Value Chain project (RRVCP)	Areas of intervention of the RRVCP

Figure 3: Target Districts' selection criteria

Benefits of the multi-country approach

The multi-country approach adopted for this project has three main benefits.

- **Cross-learning and mutual enrichment:** Rice value chains in Senegal, Niger, Sierra Leone and Guinea are at different maturity levels. Through regional workshops and meetings, studies, and data collected in the four countries, participants will learn from their peers innovative techniques and technologies adapted to local needs. Discovering different business models and practices could also be a source of inspiration for their own business.
- **Development of market linkages and network at the regional level:** Through workshops, networking activities, and other events such as international fairs, the beneficiaries will develop their network of peers, potential partners, and clients at the regional level.
- **Promotion and strengthening of regional economic integration:** The four countries are part of the ECOWAS region, which aims for economic integration at the regional level. By facilitating exchanges, networks, and sales at the regional level, the EWASME project will contribute to this economic integration.

Implementation strategy

The project will be implemented using the Direct Implementation Modality (DIM). The UNDP Regional Office for West and Central Africa will be in charge of the overall project management and coordination, while National offices in the four countries will be responsible for the daily project implementation and stakeholders management.

A local technical partner will be contracted by the UNDP Country offices to provide business development services, consulting and training, as well as community engagement under the supervision of the EWASME Country Project Coordinators.

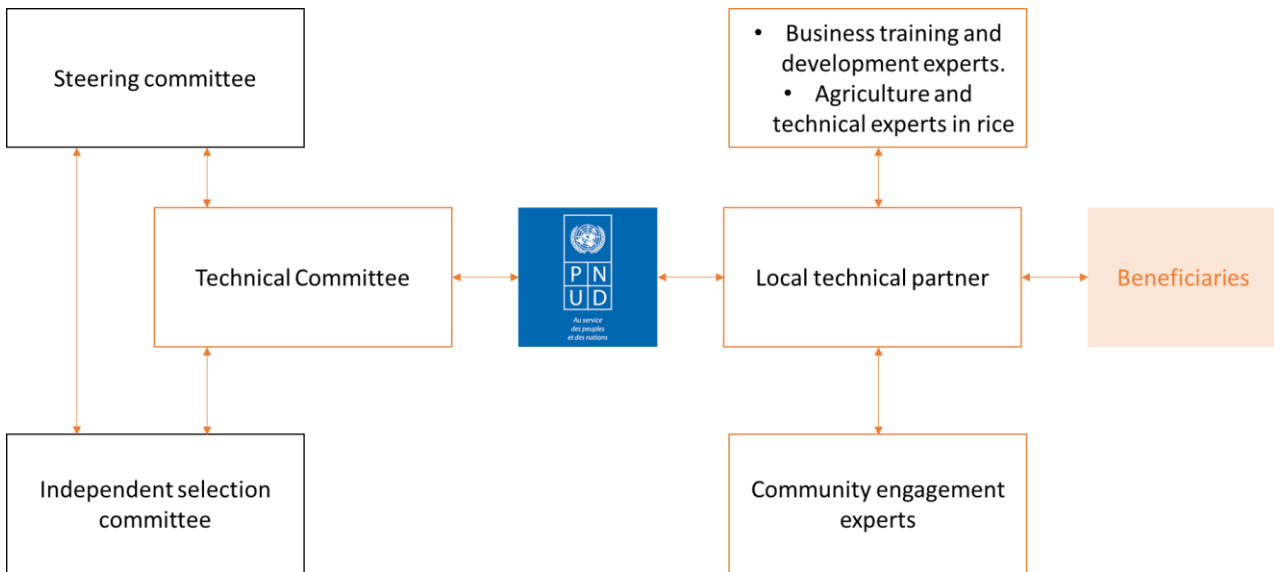


Figure 4: Relationship between institutions involved in the implementation of the project EWASME

Alignment to Development Frameworks

The project is aligned with the following international and regional development frameworks:

- The UN Sustainable Development Goals, especially Goal 1 (No poverty), 2 (Zero hunger), 5 (Gender Equality), and 8 (Decent work and economic growth);
- The United Nations Sustainable Development Partnership Framework (UNSDPF) 2018-2022;
- ECOWAS 10-years rice policy, the Regional Rice Offensive and its Regional Action Plan (2020-2025).

The project is also aligned to the Regional Program Development 2022-2025 of the Regional Bureau for Africa(UNDP)

- **Priority 2 – Prosperity. African citizens (especially women and youth) benefit from a regionally integrated, structurally transformed, and inclusive economy.**
 - **Related Strategic Plan outcome 1:** Structural transformation accelerated, particularly green, inclusive, and digital transitions
 - **Output 2.3. National Governments, subnational governments and private sector organisations have the knowledge and tools to promote and support youth and women relevant productive value chains based on a sectoral and ecosystem approaches.**

Moreover, is also coherent with beneficiary countries national economic development plans and strategies.

Country	National plans and strategies
Guinea	<ul style="list-style-type: none"> • Plan National de Développement Economique et Social (PNDES) • Stratégie Nationale de la riziculture (2009) • Stratégie de mécanisation agricole de la Guinée • Charte nationale de qualité du riz local par les acteurs de la filière (2015)
Niger	<ul style="list-style-type: none"> • Stratégie de Développement Durable et de Croissance Inclusive Niger 2035 • Politique Nationale de Genre Août 2017 • Stratégie Nationale de la riziculture au Niger 2021-2030
Senegal	<ul style="list-style-type: none"> • Plan d'actions prioritaires Ajusté et Accéléré - Plan Sénégal Émergent (PAP2A–PSE)

	<ul style="list-style-type: none"> • Projectme d'Accélération de la Cadence de l'Agriculture Sénégalaise (PRACAS) • Stratégie Nationale de Sécurité Alimentaire et de résilience (SNSAR 2015-2035) • Stratégie nationale de souveraineté alimentaire 2024 - 2029 • Stratégie Nationale pour l'Autonomisation Économique des femmes & des filles (SNAEF, 2021-2025) • Politique et stratégie d'industrialisation du Sénégal • Stratégie Nationale pour l'Egalité et l'Equité de Genre (SNEEG 2), 2016-2026 • Politique Nationale de Genre du PDCVR • La SNPS (Stratégie Nationale de Protection Sociale, 2017-2035)
Sierra Leone	<ul style="list-style-type: none"> • The Sierra Leone Vision 2025 • The Feed Salone flagship Programme strategy, 2023 • National Agricultural Transformation Programme (NAT) 2023 • National Rice Development Strategy (NRDS) • Gender in agriculture policy • The Gender Equality and Women Empowerment Act, 2022

II. RESULTS AND PARTNERSHIPS

Expected Results

Impact : Improved engagement of women entrepreneurs in the post-production segment of rice value chain.

Key result area/outcome: Improved performance of WSME/WVSEs in rice production

The interventions conducted as part of this project are expected improve the performance of WSMEs and WSVEs and of the whole value chain in three ways.

- **Increased revenue, profits, and growth for beneficiaries' businesses**

With improved technical and business capacity, access to modern equipment and working capital, and the development of their linkages to the profitable national and regional markets, women-owned or led businesses in the rice value chain are expected to increase their sales and their profitability.

- **Improved competitiveness of businesses, players (especially women), and products of the local rice value chain**

The support provided to the beneficiaries is expected to address the three main painpoints of the low competitiveness of the locally produced rice.

- (i) *Quality* : Thanks to the use of modern equipment and better processes, the paddy would be processed while preserving the quality of the rice. In addition, SMEs are expected to be more demanding on the quality/variety of the paddy because they are better connected to the markets, closer to the needs of consumers, and more knowledgeable about quality certifications.
- (ii) *Price*: Thanks to the technical and business knowledge acquired, improved equipment and processes, businesses are expected to have a lower cost-structure that would allow them to sell their at a more competitive price on the market. Indeed, with the improvement of the production factors, less rice will be wasted during processing, efficiency both in time and human capital will be increased.
- (iii) *Marketing and distribution*: Stronger market linkages and knowledge of the distribution channels will help beneficiaries better target their market and promote their product through communication, market, and incentives to distributors. It will also help increase the availability of their products on the market, limit the number of intermediaries in the distribution channel, and maximize their profit.

To achieve these results, not only the players (especially women) and the businesses will be supported to become more productive and competitive.

- **Additional jobs created thanks to the women-owned or led businesses**

With an increase in sales and profits, beneficiaries businesses would grow and require more labour force to keep up with the demand. Women-owned or led businesses supported are thus expected to recruit additional people to sustain their growth in the medium term.

Outputs

The Project will provide support to selected businesses through the first three Outputs. The activities will be conducted by a local technical partner under the supervision of the UNDP.

1. **Output 1: WSMEs and VSEs improve their technical and business skills**

- 1.1. Consultancy service for Business Development support

- 1.2. Consultancy service for Capacity Building

2. **Output 2: WSMEs and VSEs increase access to finance**

- 2.1 Grant matching for women SME, women very small enterprises

3. **Output 3: WSMEs and VSEs with increased production and sales**

- 3.1 Consultancy service to develop value chain business linkages

4. **Output 4: Improved enabling environment supporting WSMEs and VSEs**

- 4.1. Awareness campaigns and community outreach

- 4.2. Consultancy service to assess and identify country policies and legal frameworks that prevent women from land ownership

Resources Required to Achieve the Expected Results

- *Human resources*

The project will be implemented by UNDP. It will include staff carrying out various forms of tasks including technical assistance, administration, and management that are directly attributed to the implementation of the Action. It will comprise full-time dedicated and part-time specialized project staff. The latter will be charged through direct project costs for the time spent.

The project management team will consist of seven staff.

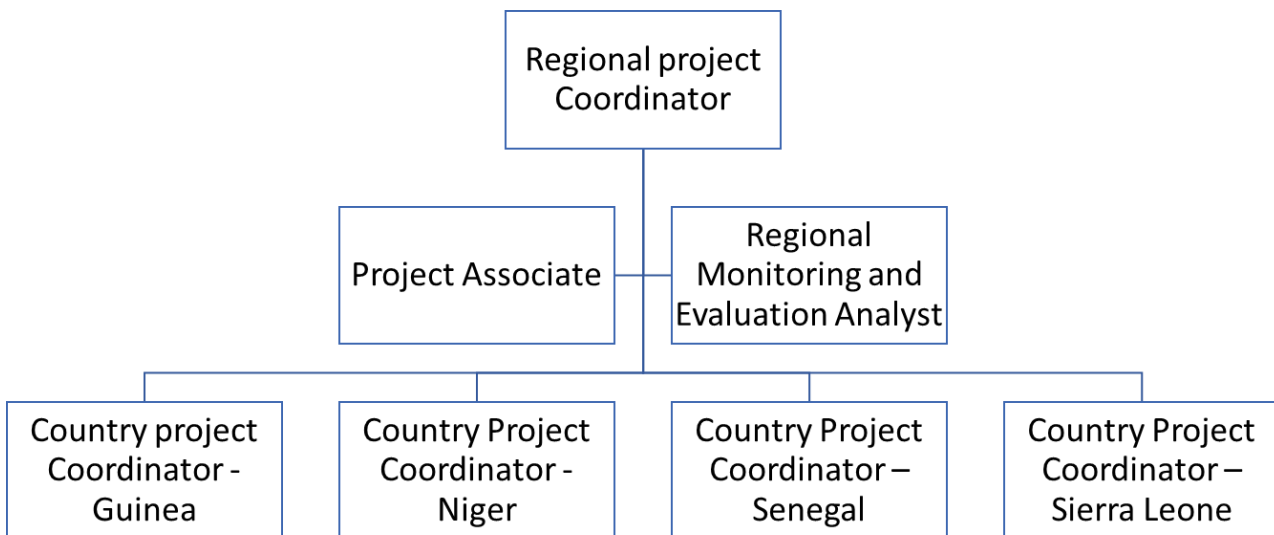


Figure 5: EWASME Project Management Unit

Regional level

Based in the UNDP Regional Office for West and Central Africa in Dakar, the team members at the regional will ensure a smooth execution of the project by providing a strategic direction to the team and supporting country teams in the implementation of activities at country level.

- **A Regional Project Coordinator (Grade P3/4):** Oversees activities and will devote 100% of his/her time to this project.
- **A Project Associate (To be determined):** Provide support to the team for all operational and administrative tasks of the project including procurement, human resources, and financial processes for the needs of the project. Responsible for the monitoring of effective delivery of administrative services to the project and managing relations related to all operational and administrative aspects of the project. The Project Associate will devote 50% of their time to this project charged through direct project costs.
- **A Regional Monitoring, Evaluation, and Learning (MEL) Analyst (Grade IPSA 8/9) :** Under the supervision of the EWASME Project coordinator, the Regional Monitoring and evaluation specialist will play two roles: (i) Oversee the overall design and implementation of the project monitoring and evaluation mechanisms at the regional level and support the implementation of the monitoring and evaluation framework at national levels in the four countries, (ii) Conduct the project monitoring and evaluation activities, including reporting, knowledge management, and dissemination of learning products by providing guidance and supervision to the Country Project Coordinator.

National level (Niger, Guinea, Senegal, and Sierra Leone)

Based in the UNDP country offices, the Country Project Coordinators will be in charge of the daily management of the EWASME project in their country. The EWASME Project will leverage on the existing implementation arrangements of the IsDB-funded RRVCP. However, it will have a fully dedicated Country Project Coordinator in each of the four countries. The Country Project Coordinators will ensure the resources allocated for each country under the Project are utilized efficiently.

- **4 Country Project Coordinators (Grade NPSA 8-10):** They will be in charge of supervising the project implementation in their respective countries, as well as interacting with national and local counterparts in their respective countries under the supervision of the UNDP national office and the regional project coordinator. In addition, they will support the implementation of the monitoring and evaluation plan of the project by identifying appropriate data sources, collection methods, analysis plans, quality controls, and resource requirements. They are also responsible for the design of learning products at the national level and in coordination with the UNDP Country Offices and the EWASME PMU and the implementation of the Communication and visibility plan in line with the project plans. They will organize and implement all activities, media, and relationships with other relevant stakeholders. They will devote 100% of their time to this project.

The project team will rely on the UNDP Regional and country offices' finance, procurement, and communication teams who will be contacted on a need basis to facilitate some of the activities of the project.

Besides, **short-term local and International consultants** will be recruited on a need basis.

- *Budget*

The project is funded by the Islamic Development Bank. The IsDB will provide 9,587,700 USD raised thanks to the World Bank Women Entrepreneurs Finance Initiative (We-Fi).

In addition, the UNDP contributes 1,000,000 USD, equally split across the four beneficiary countries offices over a period of 5 years. These resources will be dedicated to human resources and project supervision costs.

Additional resources will be mobilized through other partnerships. These resources will serve either to support more businesses, to help eligible businesses supported by EWASME access more funding, and to fill potential funding gaps identified during the project baseline assessment.

A multi-year budget is provided in Section VII for each beneficiary country. The allocation of funding to the activities per year will be detailed in the Annual Work Plan to be presented to the Steering Committee for approval before the start of each year.

Partnerships

More than 530 stakeholders from ~100 organizations were engaged in Niger, Guinea, Senegal, and Sierra Leone during country consultations on the project EWASME between the 4th of July to the 29th of September 2023. These stakeholders were from NGOs, bilateral and multilateral donors, and the public and private sectors, including RINI²⁰ in Niger, and MANOBI²¹.

The EWASME project was designed to complement the Islamic Development Bank's Regional Rice Value Chain Project (RRVCP) by providing a specific support to women in the post-production stages of the rice value chain. The RRVCP is a 5-years Projectme that aims to assist ten Sub-Sahara African countries in achieving their national rice production and commercialization strategies to enhance their self-sufficiency and reduce rice imports significantly. The RRVCP has earmarked significant resources for increasing production and productivity. The EWASME Project's interventions will, therefore, mostly cover the post-production segment of the rice value chain.

Therefore, EWASME activities will be conducted in coordination with the RRVCP and other existing rice projects in the same geographies to maximise impact and avoid the duplication of resources. The Project will leverage on the technical expertise and existing efforts in strengthening the capacities of producers on trade and market requirements such as quality standards and certification. The financial institutions (commercial banks and MFIs) (FIs) working with the RRCVP and beyond will be engaged in EWASME to serve as the custodians of the matching grants. The synergy between the Projects will result in win-win effects and potentially generate significant impacts. The Project EWASME will set a partnership framework with the RRVCP PMU with regular meetings to explore synergies, ensure that EWASME can benefit from investments already made by the RRVCP, from the experience, expertise, and lessons learned by the RRVCP PMU, and avoid double-counting for the beneficiaries.

In consultation with the government and IsDB, an eligible government entity in each country was identified to play the role of coordinating agency by each Government. This entity is the Ministry in charge of agriculture, which will be closely involved in the implementation by providing strategic and technical guidance to the project as part of the Steering Committees and the Technical Committee. In addition, the project will partner with other government institutions and funds, especially those dedicated to supporting entrepreneurship or female businesses.

Local technical partners (e.g.; NGOs) will be identified to conduct activities in each country under the supervision of the UNDP national offices. Key support provided would depend on the Output.

- Capacity development
 - **A specialised rice institute:** They will help build the capacity of beneficiaries on technical topics related to the rice value chain either through in-house experts or affiliated experts; and
 - **A Business advisory firm:** They will reinforce beneficiaries business knowledge and acumen on topics such as marketing and communication, business plans, etc.
- Access to finance
 - **Selected financial institutions** (commercial banks and MFIs) (FIs) working with the RRCVP and beyond will be engaged in EWASME to serve as the custodians of the matching grants
 - **Selection committee members** selected for their expertise, their interest and ability to support the EWASME Projectme. They could be National Trade and Industry Chambers, Professional agriculture organisations, financial institutions, etc.
- Market linkages and Enabling environment

²⁰ RINI – Niger Rice Processing and Marketing Company

²¹MANOBI – a private company that specializes in digital revolution for growing smallholder-friendly value chains

- **Local partners such as Civil Society Organisations (CSOs), NGOs, Government entities** will contribute to the identification of key painpoints, and the implementation of activities to address them.

In some cases, the same technical partner could be contracted to provide multiple services to the project if they have the required competencies.

Risks and Assumptions

A time-bound and multi-stakeholder-based project carries inherent risks that may delay or hinder implementation and progress. The path to a successful response operation is paved with several layers of risks detailed in the table below.

Risks	Management response
<p>Deviation between the project targeting using IFC’s definition in the IsDB project document and the reality of the women businesses on the field: The project aims for at least 500 SMEs and 500 VSE owned or led by women in the rice value chain. In addition, it is stated that “Financing of businesses will be scrutinized and monitored to ensure that the funds are delivered to the rightful enterprises with clear proof of legal registration of their enterprise that is consistent with the legal regulatory procedures of each country.”</p> <p>In reality, our conversation with stakeholders reveals the following.</p> <ol style="list-style-type: none"> 1. Almost all women-owned businesses in rural areas were the size of VSEs, except in the Saint Louis of Senegal region, which is an urban area. 2. A negligible number of these VSEs and SMEs have clear proof of legislation and even less consistently produced the financial documentation to remain in line with the legislation. 3. Even for those declared, the notion of VSE doesn’t always exist legally. For example in Sierra Leone 4. Most of these VSEs are part of producer associations and groups such as cooperatives. 5. Because of past projects and Government support, it is more common to have registered producers’ groups in rural areas, but even there, the formalization level is most of the time not advanced. <p>Therefore, there is little probability of identifying 500 SMEs and 500 VSE owned by a woman or led by a woman legally registered and fully complying with the regulations in the target areas of EWASME.</p>	<p><i>Suggestions:</i></p> <ol style="list-style-type: none"> 1. Target only two categories of businesses <ol style="list-style-type: none"> a. Women groups/Cooperatives, including groups of very small enterprises b. Small enterprises 2. Allow registered but non-fully compliant businesses to apply and provide support to help them reach an acceptable level of formalization to benefit from the matching grant. <p><i>Action taken:</i> The IsDB and the UNDP agreed that these deviations will be further analyzed by the Consulting firm recruited to conduct the baseline study. Based on the recommendations of the study, the project design will be altered to reflect the reality. Depending on the magnitude and the nature of the proposed change, this might require a new submission of the project for approval to the We-Fi board.</p>
<p>Mismatch between the funding offered by the project and actual needs: The project EWASME provides up to 4,500 USD to VSE and up to 9,000 to SMEs, or an average 6,750 USD per enterprise.</p> <p>The project also requires a contribution (in cash or in-kind) from VSEs and SMEs at a flexible ratio of 20 to 50%. While this funding size seems to imply mostly a VSE target (based on the IFC definition), the project refers to the broader term of SME which raises a few concerns.</p> <ul style="list-style-type: none"> • Unfair competition with Small businesses: Stakeholders met in most countries were concerned that bigger and mature businesses better structured and used to receive funding from projects would capture most of the funds. • Funding insufficient and thus unattractive for SMEs: In Saint Louis, the needs expressed were of 100,000 USD. • Limited ability of VSEs to provide their matching to the grant: After engaging the stakeholders and visiting the processing sites, it 	<p><i>Suggestions</i></p> <ol style="list-style-type: none"> 1. Provide a unique matching grant of 40,000 USD (like the growth accelerator) to Groups and Small enterprises. 2. Define a flexible ratio for the contribution (in-cash or in-kind) per country. <p><i>Action taken :</i> The IsDB and the UNDP agreed that these deviations will be further analyzed by the Consulting firm recruited to conduct the baseline study. Based on the recommendations of the study, the project design will be altered to reflect the reality. Depending on the magnitude and the nature of the proposed change, this might require a new submission of the project for approval to the We-Fi board.</p>

<p>was clear that most individual VSEs are not able to mobilize this contribution.</p>	
<p>Budget provision for capacity building: The initial budget for capacity building is 880,000 USD for the 4 countries for the total duration of the project. On average, it is 55,000 USD for 62.5 businesses per country per year (4 years). This is not sufficient given the very weak capacity of women on the field. A more important investment in capacity-building is necessary to ensure that the matching grant provided by the project are not diverted or wasted. For example, the Business Services provider selected in Sierra Leone for the Growth Accelerator will be 280,000 USD to support 20 businesses in a year.</p>	<p><i>Suggestions:</i></p> <ol style="list-style-type: none"> 1. Reallocate a share of the matching grant component to the Capacity Building Component. 2. Partner with other donors/projects to increase the capacity building resources. <p><i>Action will be taken</i> or not after the findings of the baseline study and the recruitment of the Business Services providers in the four country in 2024.</p>
<p>Target locations The list of target locations was discussed and approved in Niger and Guinea. However, in Senegal, the participants decided to add Saint Louis as a target first priority location for the project. In Sierra Leone, it was suggested to replace the initial targeting of Tonkolili with Samu, Mambolo and Pujong because Tonkolili was replaced by these districts in the implementation of the RRVCP and because there are concerns that the project will not be able to reach its targets in those locations only.</p>	<p><i>Suggestions:</i></p> <ol style="list-style-type: none"> 1. Update the project locations in Senegal and Sierra Leone. <p><i>Action taken:</i> The IsDB and the UNDP agreed that these deviations will be further analyzed by the Consulting firm recruited to conduct the baseline study. Based on the recommendations of the study, the project design will be altered to reflect the reality. Depending on the magnitude and the nature of the proposed change, this might require a new submission of the project for approval to the We-Fi board.</p>
<p>Partner institutions:</p> <ul style="list-style-type: none"> • Risk of insufficient provision for the payment of the financial institutions: The project budgeted 1% of payment fees for financial institutions payment. • Risks of delays due to the multiplication of procurement processes: The project initial design include the recruitment of an NGO, business development services, consultants, and financial institutions to implement the project activities. 	<p><i>Suggestions</i></p> <ol style="list-style-type: none"> 1. Increase the provision for the payment of financial institutions. 2. Have the UNDP process the disbursement if the number of businesses (groups+small enterprises) is lower than 20 per year per countries. 3. The UNDP will recruit a single technical partner to implement all the services, except the financial disbursements. <p><i>Action taken:</i> The IsDB and the UNDP agreed that these deviations will be further analyzed by the Consulting firm recruited to conduct the baseline study. Based on the recommendations of the study, the project design will be altered to reflect the reality. Depending on the magnitude and the nature of the proposed change, this might require a new submission of the project for approval to the We-Fi board.</p>
<p>Sustainability: This is mainly related to the ability of the WSMEs to optimally utilize the grant and sustain the business to cover its operation cost and generate profits</p>	<p>The technical support and the capacity development components designed under this intervention (EWASME) are intended to address and mitigate the business sustainability risk through capacitating the WSMEs to prepare solid business plans that investigates the business conditions carefully and plan for the different financial sustainability risks. It will also train the beneficiaries on the best practices to run the business and manage the associated risks properly.</p>
<p>Procurement/Financial Disbursements</p>	<p>The delays will be anticipated and procurement and disbursement processes will be started as early as possible. The IsDB and UNDP have a good set of procurement and financial management guidelines developed according to best international practices. IsDB manage the procurement and financial aspects of the portfolios through adequate resources and competent system.</p>

Project Oversight and Implementation	A fully dedicated Country Project Coordinator will be recruited by the UNDP Country Office in the four countries to oversee the implementation. The Technical Partner engaged will provide a first level oversight and control over the funds use by the beneficiaries through the business coaches. The UNDP focal points, under the control of the Team Leaders and the Deputy Resident Representatives will oversee this process and do quality assurance. In addition, the Project will deploy funds on a granular basis whereby each beneficiary Project has a dedicated sub-account that captures all fund flows in and out of the approved budget. The IsDB technical teams at Regional Office in Dakar, Senegal and at the HQ in Jeddah, will provide an oversight.
Risk that vulnerable and hard to reach women entrepreneurs, including young women and the physically challenged, are excluded or unaware of the Project and that beneficiaries are only from an elite group.	The beneficiaries will be divided in three categories: formal Small and Medium Enterprises (SME), businesses that are part of cooperatives, and informal very small businesses. The recruitment, communication strategy, and support will be tailored to each category and target numbers will be set for each category. Women entrepreneurs that are typically by-passed by development Projectmes and who have not benefitted from previous Projects will be prioritized. Women entrepreneurs that are typically by-passed by development Projectmes and who have not benefitted from previous Projects will be prioritized.
Risk of increased Gender based violence towards women beneficiary of the project.	Some activities in the project component 4 related to the enabling environment will help lower this through community engagement and communication.
Risk that there is an increase in GHG emissions	Ensure that the machines funded by the project use sustainable sources of energy such as solar panels. Train women on the techniques to process wastes, add value to them whenever possible, or discard them in an environmentally friendly way.
Risk that there are more casualties and accidents as a result of an increased use of processing, drying, and modern transportation machinery	Ensure that the machines provided thanks to the grants are safe, woman-friendly, and easy to use. Train women and their staff on the use of the machines, including safety rules.
Risk of fraud and misuse of funds	The Project will deploy funds on a granular basis whereby each beneficiary Project has a dedicated sub-account that captures all fund flows in and out of the approved budget. An independant Grant Selection Committee will approve the grants under an open and transparent process. Independent evaluation project evaluations will be conducted to ensure that the project funds are correctly used. A technical Committee in charge of quality assurance and a steering committee will oversee the project implementation and financial reports and evaluations.
Risk of lack of responsiveness and openness to the project as a result of limited engagement of stakeholders and not having enough political buy-in.	With the purpose of minimizing political risk, thus guaranteeing broad (political) support for the EWASME project and maximizing efficient coordination at all concerned levels, the project will set up Steering Committees at the national and regional level. Prior to implementation, national consultations workshops and meetings were organized to raise awareness, increase ownership, and undertake a detailed due diligence in each country to further review and enhance the implementation and operational modalities and risk management framework of the Project. A stakeholders engagement plan will be developed annually and will include activities that will be conducted to best communicate with each category of players.
Risk of paddy unavailability as a result of natural disasters such as climate change, floods, earthquakes, or the predation practices of neighbours countries with higher purchasing power	EWASME will develop synergies with the RRVCP project through contract farming agreements to ensure the provision of paddy for the beneficiaries. EWASME will also support the establishment of alternate sources of provision for the paddy by providing access to funding and connections to the beneficiaries.

Risk on the sustainability of the results of the project as a result of a lack of a clear exit strategy and clearly identified partners for the next step	Explore options for an exit strategy with key stakeholders within the UNDP, from the IsDB, other donors, and technical partners, and the national counterpart, select the best one and include activities to implement it in the project multiyear workplan.
Risk of terrorist attacks and insecurity for women and the populations in Niger	The Project team will follow the UNDP Country Offices and the UNDSS Security recommendations and contingency plans during the implementation of the project.
Security risks for the population as a result of political unrest and political transition, elections, political crisis, and terrorist attacks	The Project team will follow the UNDP Country Offices and the UNDSS Security recommendations and contingency plans during the implementation of the project
Risk that there is no land available and secured in the long run to host material resources provided by the project	As part of its partnership approach, EWASME is committed to building strong relationships with local authorities to secure the sites for the equipment. The local authorities have been engaged from the inception of the project and involved in its design. They have shown their willingness to support the project and ensure its success.
Risk that beneficiaries provide their employees working conditions that do not meet national labour laws and international commitments, and limited social protection	EWASME intends to promote the formalization of beneficiaries and social protection mechanisms through collaboration with public entities in charge of these mechanisms
Risk of significant consumption of raw materials, energy, and/or water as a result of processing the paddy rice	EWASME will provide training and coaching to ensure that the sourcing of energy and water has the lowest environmental impact as possible.
Risk of child labour as a result of their participation in usual agricultural activities ²²	Businesses and women groups supported will benefit from personalized coaching and training for the professionalization of actors. EWASME intends to promote the formalization of beneficiaries and social protection mechanisms through collaboration with public entities in charge of these mechanisms. All these activities will reduce the likelihood that children are employed. Finally, with the economic empowerment of mothers, the likelihood of children going to school increases, and thus, their participation to work in the fields and processing facilities.
Risk of objection from men, Gender-related constraints such as marriage, maternity, and moving to the marital home that would impact women ability to benefit from EWASME	EWASME has a component dedicated to addressing the enabling environment challenges for women-owned businesses. This will be done through awareness-raising, advocacy and community engagement. Awareness campaigns and explanations of the issues at stake through all appropriate communication channels (meetings, conferences, radio broadcasts, etc.) and sensibilization of community leaders, elders and men will be conducted.
Risk of improper waste management after rice processing	The business coaches will explore with the selected businesses the best ways to extract additional value and revenue from the waste instead of discarding them in nature
Risk of increase in rice production which could impact the environment with consequences such as the use of fertilizers, impact on soil and ecosystem, handling of GMO, etc.	EWASME will develop synergies with projects intervening in the Production linkage and advocate for training of environmentally safe practices.

Stakeholder Engagement

More than 530 stakeholders from ~100 different organizations were engaged during the initiation period of the project. Their insights and contributions were key to informing the implementation of the project.

²² Stakeholders in the target communities stated that there is no risk for children working in the WSMEs and WVSEs and farmers groups active in the rice value chain. However, in the four countries, data and studies show an important presence of children in the agriculture workforce. Even though it is difficult to measure the direct implication of children in rice processing or trade, we can infer that there is a risk for them to be employed in rice processing or trade. Like other risks, this risk will be reassessed after 1 year of implementation for accuracy. Sources: https://www.dol.gov/agencies/ilab/resources/reports/child-labor/sierra-leone_dim_26_f_p22.pdf (fao.org), <https://cenhtrou.uga.edu/resources/documents/Guinee%20Etude%20APRIES.pdf>, [Emploi des enfants dans l'agriculture, garçons \(% de garçons économiquement actifs de 7 à 14 ans travaillant dans ce secteur\) - Senegal | Data \(banquemonde.org\)](#)

During the implementation phase, the Project aims to provide capacity building and financial support to women-owned or led businesses in the rice value chains in four countries. A supportive enabling environment is essential for the success of the businesses.

Therefore, important communication using different channels will be directed towards the communities of the potential beneficiaries before and during the selection process to ensure full transparency and ownership. After the selection and during the Growth Acceleration, beneficiaries and their communities will also share the progress.

In addition, men, older people, and traditional leaders will be involved through community engagement activities and media (such as radio,...) to raise awareness about the barriers faced by women in their activities, why a change is beneficial, and how they can contribute to a more conducive business environment for women.

Other key stakeholders of the project include Government Ministries, Agencies, and Donors. Public institutions of relevant importance are the Ministries of Agriculture, Trade, Gender and Women, SMEs Development, Finance, and Rural Development. They will provide technical and strategic oversight and guidance and be informed of the progress in the implementation of the project. They could also become donors or technical partners of the project.

Furthermore, financial institutions in the country will be engaged as partners in the matching grant Projects. They will be trained and supported to be able to provide more accessible financial services to women-owned businesses in the rice value chains.

A detailed communication and stakeholder engagement plan for the implementation phase of the project will be elaborated by the consulting firm in charge of the baseline study.

Digital Solutions

The Project will research and facilitate access to online marketplaces at the national and regional levels such as “*Buy From Women Platform*” or ‘*Promote our Women Entrepreneurs and their products*’. In addition, women will be trained and provided access to existing digital solutions to get information on market prices or to grow their professional networks.

Capacity-building activities will be provided to end-beneficiaries as much as possible in person. However, they will be complemented with online/virtual pieces of training when relevant. For the online/virtual training, digital and telecommunication technologies could be combined to enhance the virtual meetings or training. The Project will buy enough credit (airtime) from the mobile service companies/providers to support exchange with agricultural advisors and SMEs. Local private sector operators that operate internet service shops and mobile phones battery charging services will be engaged where necessary for additional support.

Knowledge

The project will produce a series of publications, sharing success stories and lessons learned during the implementation of the project. This includes documents, online articles, website, pictures, and videos. Some of this material will be shared on social media.

The case of applying the Growth Acceleration model to support small and informal businesses will be further tested and documented through this project.

Sustainability and Scaling Up

The project will explore partnerships that allow a smooth transition at the end of the project. For example, a partnership with a public institution or a fund in charge of supporting women's businesses could be an opportunity for a gradual exit of the UNDP at the end of the project. The Government would take over the lead of the project.

EWASME could partner with other Projects and institutions accelerating businesses to become a talent nursery for these Projects. Beneficiaries of the EWASME could be thus highly prepared and qualified to apply for the other Projects.

Finally, additional funding will be mobilized to expand the Project to other value chains and locations.

III. PROJECT MANAGEMENT (1/2 PAGES - 2 PAGES RECOMMENDED)***Cost Efficiency and Effectiveness***

The project will ensure cost-efficiency and effectiveness using the following approach.

- **Cooperating closely with the RRVCP** : The RRVCP funded by the IsDB is already active in the project target locations. This project has an important funding of USD 90 millions and has already deployed human and material resources, as well as connections that could benefit the Project EWASME.
- **Leveraging Partnerships and Comparative Capacities/Expertise**: The project will work with key strategic partners at the national level. Partners consist of government institutions, UN agencies, I/NGOs/CSOs and the private sector where relevant. In effect, these partnerships leverage existing capacities within specific institutions that have a direct expertise, capacity and/or a leading stake in achieving one or more of the project outcomes.
- **Using Competitive Procurement Processes**: The core governing principle of procurement in UN is to obtain the best Value for Money. In the procurement process, obtaining “best Value for Money” means selection of the offer, which presents the optimum combination of life-cycle costs and benefits, which meet the needs of beneficiaries.
- **Investing in Up-front Planning, Documentation, and Evidence-Based Projecting**: The project will invest in evidenced-based planning to allocate and target resources as strategically and efficiently as possible including identifying and addressing the main drivers of costs.
- **Identifying and investing in the most deserving beneficiaries**: The project will put in place a fair, sound, and transparent process that will allow the identification of the best projects/businesses to be supported during the project. This will ensure the best use of the resources and the sustainability of the investments.

Project Management

The project will be implemented in each country by the UNDP Country offices of Guinea, Niger, Senegal, and Sierra Leone. The Coordination will be done in the Regional hub for West and Central Africa in Dakar, Senegal.

UNDP will establish a permanent internal, technical and financial monitoring system for the project and will elaborate quarterly progress and financial reports for the Steering Committee and the donor. Each report will provide an accurate account of the implementation of the project, difficulties encountered, changes introduced, as well as the degree of achievement of its results (outputs and direct outcomes) as measured by corresponding indicators, using as reference the log frame matrix (which will be further developed upon approval of the Project). Reports will be laid out in such a way as to allow monitoring of the means envisaged and employed and of the budget details for the Project. The final reports, narrative and financial, will cover the entire period of the implementation of the project.

A Mid-term evaluation will be carried out via independent consultants contracted. The mid-term evaluation will be carried out for problem-solving and learning purposes. The mid-term evaluation report will be shared with the Government authorities and donor partners. The Steering Committee will analyze the conclusions and recommendations of the evaluations and, where appropriate, decide on the follow-up actions to be taken and any adjustments necessary. The project will be monitored through the monitoring and evaluation plans as elaborated in Section VI below.

IV. RESULTS FRAMEWORK²³

Intended Outcome as stated in the UNSDCF/country Projects of participating countries Project Results and Resource Framework: UNDP Regional Projectme for Africa (2022-2025): Priority 2 – Prosperity. African citizens (especially women and youth) benefit from a regionally integrated, structurally transformed, and inclusive economy.

Outcome indicators as stated in the UNSDCF/country Projectmes Results and Resources Framework, including baseline and targets:

Applicable Output(s) from the UNDP Strategic Plan:

SP Output 1.3 Access to basic services²⁴ and financial and non-financial assets and services improved to support productive capacities for sustainable livelihoods and jobs to achieve prosperity

SP Output 6.2 Women’s leadership and participation advanced through implementing affirmative measures, strengthening institutions and civil society, and addressing structural barriers, in order to advance gender equality, including in crisis contexts

Directions of change: **Structural transformation: including green, inclusive and digital transitions: working with countries to effect change in systems and structures that shape a country’s sustainable development,** and **Building Resilience by strengthening countries and institutions to prevent, mitigate and respond to crisis, conflict, natural disasters, climate and social and economic shocks;**

1. It’s contributing directly to 3 signature solutions: (i) **Poverty and inequality,** (ii) **Gender equality,** and (iii) **Resilience to diverse shocks and crises;**
2. It applies the 3 enablers identified by the strategic plan, especially the one on **Strategic innovation: Empowering governments and communities to enhance the performance of entire systems, making them adaptive and resilient;**

Project title and Atlas Project Number: Empowering West African Women Small and Medium Enterprises in Rice Value Chains (EWASME) / 00132142

EXPECTED OUTPUTS	OUTPUT INDICATORS ²⁵	DATA SOURCE	BASELINE		TARGETS (by frequency of data collection)				DATA COLLECTION METHODS & RISKS
			Value	Year	2024	2025	2026	2027	
Output 1: Mobilization of	1.1 6.75 million grant matching provided to	EWASME PMU	0	Dec. 2023	2.5	4	6.75	6.75 Milli	Data compiled by technical partners

²³ Multiple countries/IPs can contribute to the same output and can share the same indicators. UNDP publishes its project information (indicators, baselines, targets and results) to meet the International Aid Transparency Initiative (IATI) standards. Make sure that indicators are S.M.A.R.T. (Specific, Measurable, Attainable, Relevant and Time-bound), provide accurate baselines and targets underpinned by reliable evidence and data, and avoid acronyms so that external audience clearly understand the results of the project.

²⁵ It is recommended that projects use output indicators from the Strategic Plan IRRF, as relevant, in addition to project-specific results indicators. Indicators should be disaggregated by sex or for other targeted groups where relevant.

funding from commercial institutions and IFIs	<i>WSMEs and WVSEs (We-Fi indicator 2)</i>	and local technical partners						on USD	and cross-checked by EWASME Project Management Unit
	<i>1.2 1,000 (WSMEs and WVSEs) will have access to the matching grant. (IsDB indicator)</i>	EWASME PMU and local technical partners	0	2023	510	765	1000	1000	Data shared by local technical partners and cross-checked by EWASME PMU
Output 2: Strengthened capacity of the financial sector to serve women	<i>2.1 Number of financial service providers that have updated or implemented new screening procedures or new financial products for WSMEs (We-Fi indicator 3)</i>	Financial service providers	0	2023	3	5	8	8	Survey of financial service providers partners of EWASME
Output 3: Strengthened capacity of public and private sector institutions to serve women-owned/led SMEs	<i>3.1 Number of institutions supported by We-Fi that have updated or put in place nonfinancial products/support services for women-owned/led SMEs (We-Fi indicator 5)</i>	Financial service providers	0	2023	2	4	6	8	Survey of financial service providers partners of EWASME

²⁵ It is recommended that projects use output indicators from the Strategic Plan IRRF, as relevant, in addition to project-specific results indicators. Indicators should be disaggregated by sex or for other targeted groups where relevant.

Output 4 : Reduce gender biases in laws and policies	4.1 Number of legal and regulatory measures identified that will remove constraints and support women's entrepreneurship (IsDB Indicator)	Study conducted by a consulting firm	0	2023	1	2	3	4	<i>Study that will be conducted by a consulting firm to analyze the enabling environment for women owned SMEs and VSE</i>
Output 5: Increase in number of women-owned/led SMEs in entrepreneurship support Projects supported by We-Fi	5.1 1,000 WSMEs and WVSEs trained in business development, governance and financial management (We-Fi Indicator 10)	EWASME PMU and local technical partners	0	2023	250	500	750	1000	Data shared by local technical partners and cross-checked by EWASME PMU
Output 6: Women-owned/led firms show increased sales profits	6.1 1,000 WSMEs and WVSEs increase sales profits (We-Fi indicator 11)	WSMEs, WVSEs, and local technical partners	0	2023	10%	25%	40%	50%	Survey of WSMEs and WVEs cross-checked with data provided by the technical partners (business coaches) when relevant
Output 7: Jobs created by women-owned/ led SMEs	7.1 5,000 jobs created by WSMEs and WVSEs (We-Fi indicator 12)	WSMEs, WVSEs, and local technical partners	0	2023	600	1600	3,000	5,000	Survey of WSMEs and WVEs cross-checked with data provided by the technical partners (business coaches) when relevant
	7.2 20,000 indirect Jobs supported by WSMEs and WVSEs (IsDB indicator)	Target communities (includin	0	2023	5,500	10,000	15,000	20,000	Survey of target communities including WSMEs and WVEs cross-

		gWSMEs , WVSEs) and local technical partners							checked with data provided by the technical partners (business coaches) when relevant
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V. MONITORING AND EVALUATION

In accordance with UNDP's Projecting policies and procedures, the project will be monitored through the following monitoring and evaluation plans:

Monitoring Plan

Monitoring Activity	Purpose	Frequency	Expected Action	Partners	Cost (if any)
Track results progress	Progress data against the results indicators in the RRF will be collected and analyzed to assess the progress of the project in achieving the agreed outputs.	Quarterly, or in the frequency required for each indicator.	Slower-than-expected progress will be addressed by project management.	Cf PMU	
Monitor and Manage Risk	Identify specific risks that may threaten the achievement of intended results. Identify and monitor risk management actions using a risk log. This includes monitoring measures and plans that may have been required as per UNDP's Social and Environmental Standards. Audits will be conducted in accordance with UNDP's audit policy to manage financial risk.	Quarterly	Risks are identified by project management and actions are taken to manage risk. The risk log is actively maintained to keep track of identified risks and actions taken.	Cf PMU	
Learn	Knowledge, good practices, and lessons will be captured regularly, as well as actively sourced from other projects and partners and integrated back into the project.	At least annually	Relevant lessons are captured by the project team and used to inform management decisions.	Project Steering Committee	
Annual Project Quality Assurance	The quality of the project will be assessed against UNDP's quality standards to identify project strengths and weaknesses and to inform management decision-making to improve the project.	Annually	Areas of strength and weakness will be reviewed by project management and used to inform decisions to improve project performance.	Project Technical Committees and Steering Committees	
Review and Make Course Corrections	Internal review of data and evidence from all monitoring actions to inform decision-making.	At least annually	Performance data, risks, lessons and quality will be discussed by the project Steering Committee and used to make course corrections.	Project Technical Committees and Steering Committees	
Annual Project Report	A progress report (Covering the period from 1 July to 30 June - We-Fi Annual Template) will	Annually, and at the end of the		IsDB and Governments	

	be presented to the Project Steering Committees, Islamic Development Bank, and key stakeholders, consisting of progress data showing the results achieved against pre-defined annual targets at the output level, the annual project quality rating summary, an updated risk long with mitigation measures, and any evaluation or review reports prepared over the period.	project (final report)			
Quarterly Project reports	Quarterly reports will also be shared with the IsDB, consisting of progress data as following : 1. 1st Quarter Report: Covering the period from 1 July to 30 September - UNDP template 2. Mid-Term Report: Covering the period from 1 July to 31 December - We-Fi Mid-Year Template 3. 3rd Quarter Report: Covering the period from 1 January to 31 March - UNDP template	Quarterly	<ul style="list-style-type: none"> • Indicators status • Issues 	IsDB	
Project Review (Project Steering Committees)	The project's governance mechanism (i.e., project steering committees) will hold regular project reviews to assess the performance of the project and review the Multi-Year Work Plan to ensure realistic budgeting over the life of the project. In the project's final year, the Project Steering committees shall hold an end-of-project review to capture lessons learned discuss opportunities for scaling up, and socialize project results and lessons learned with relevant audiences.	2 times per year (Once per year at country level and once per year at the regional level)	Any quality concerns or slower-than-expected progress should be discussed by the project Steering Committees and management actions agreed to address the issues identified.	IsDB and Governments, project stakeholders, project direct and indirect beneficiaries	

Please note that the We-Fi fiscal year runs from 1 July to 30 June, and the reporting format is regularly updated by the We-Fi Secretariat. I have attached the most recent reporting format for 2023 for your reference. The deadline is 23 September. It would be beneficial for you, Cherif, and me to meet and discuss the expected content before proceeding with the report preparation.

Evaluation Plan

Evaluation Title	Partners	Related Strategic Plan Output	UNSDCF/CPD Outcome	Planned Completion Date	Key Evaluation Stakeholders	Cost and Source of Funding
Mid-Term Evaluation	Islamic Development Bank			June 2025	IsDB and Governments, project stakeholders, project direct and indirect beneficiaries	Cost fully bore by the IsDB
Final Independent evaluation	Islamic Development Bank			July 2027	IsDB and Governments, project stakeholders, project direct and indirect beneficiaries	Cost fully bore by the IsDB

VI. MULTI-YEAR WORK PLAN BY PARTNER COUNTRY²⁶

*A separate, subsidiary multi-year work plan must be prepared for each partner country with an Implementing Partner. **Only the contribution by one country/IP should be present in any one subsidiary work plan.** Joint results are included in the joint Results Framework. All workplans together will yield the joint results framework. The respective work plans may be annexed to the project document. All anticipated Programatic and operational costs to support the project, including development effectiveness and implementation support arrangements, need to be identified, estimated and fully costed in the project budget under the relevant output(s). This includes activities that directly support the project, such as communication, human resources, procurement, finance, audit, policy advisory, quality assurance, reporting, management, etc. All services which are directly related to the project need to be disclosed transparently in the project document.*

Guinea

COMPONENT	ACTIVITIES	Planned Budget by Year					RESPONSIBLE PARTY	PLANNED BUDGET		
		2022/2023	2024	2025	2026	2027		Funding Source	Budget Description	Amount
Component A: Women-owned or led businesses receive technical, organizational, and business training, personalized coaching and learn from each other at the regional level	A.1 - Consultancy service for Business Development support	\$0	\$90,500	\$0	\$0	\$0	UNDP	WE-FI/IsDB	Consultancy services / Workshop s/ trips	\$90,500
	A.2 - Consultancy service for Capacity Building	\$0	\$102,500	\$0	\$0	\$0	UNDP	WE-FI/IsDB	Consultancy services / Workshop s/ trips	\$102,500
	A.3- Other learning and capacity building-related activities	\$0	\$11,000	\$3,250	\$3,250	\$0	UNDP	WE-FI/IsDB	Workshops, travel, and other implementation costs	\$17,500

²⁶ Changes to a project budget affecting the scope (outputs), completion date, or total estimated project costs require a formal budget revision that must be signed by the project board. In other cases, the UNDP Project manager alone may sign the revision provided the other signatories have no objection. This procedure may be applied for example when the purpose of the revision is only to re-phase activities among years.

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	MONITORING	\$0	\$3,167	\$3,167	\$3,167	\$0	UNDP	WE-FI/IsDB	Meetings, Travels, and other monitoring costs	\$9,500
Sub-Total for Component A										\$220,000
Component B: Women-owned or led businesses access funding and material resources thanks to a matching grant mechanism	B.1 Grant matching for women businesses	\$0	\$791,775	\$395,888	\$364,838	\$0	UNDP	WE-FI/IsDB	Grants	\$1,552,501
	B.2 Other grant matching-related costs (due diligence, admin, grant committee, ...)	\$0	\$2,818	\$1,409	\$1,298	\$0	UNDP	WE-FI/IsDB	Grants fees	\$5,525
	MONITORING	\$0	\$5,100	\$2,550	\$2,350	\$0	UNDP	WE-FI/IsDB	Grants	\$10,000
	Sub-Total for Component B									
Component C: Value chain development for market access	C.1 Consultancy service to identify value chain business linkages	\$0	\$0	\$0	\$0	\$0	UNDP	WE-FI/IsDB	Consultancy services / Workshops/ trips	\$0
	C.2 Consultancy service to identify and implement value chain business linkages activities	\$0	\$49,000	\$0	\$0	\$0	UNDP	WE-FI/IsDB	Consultancy services / Workshops/ trips	\$49,000
	C.3 Other access to market activities	\$0	\$5,417	\$5,417	\$5,417	\$0	UNDP	WE-FI/IsDB	Consultancy services / Workshops/ trips	\$16,250
	MONITORING	\$0	\$3,250	\$3,250	\$3,250	\$0	UNDP	WE-FI/IsDB	Meetings, Travels, and other monitoring costs	\$9,750
	Sub-Total for Component C									

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Component D : Improved enabling environment supporting WSMEs and VSEs	D.1 - Awareness campaigns and community outreach	\$0	\$38,246	\$0	\$0	\$0	UNDP	WE-FI/IsDB	Consultancy services / Workshops/ trips	\$38,246
	D.2 – Activities to improve financial institutions capacity to serve women clients	\$0	\$18 750	\$0	\$0	\$0	UNDP	WE-FI/IsDB	Consultancy services / Workshops/ trips	\$18 750
	D.3 - Consultancy service to assess and identify country policies and legal frameworks that prevent women businesses from growing (incl. to improve FI's capacity to serve women)	\$0	\$0	\$0	\$0	\$0	UNDP	WE-FI/IsDB	Consultancy services / Workshops/ trips	\$0
	GOVERNANCE BODIES OF THE PROJECT FUNCTIONING COST	\$0	\$8,750	\$8,750	\$8,750	\$0	UNDP	WE-FI/IsDB	Consultancy services / Workshops/ trips	\$26,250
	COMMUNICATION	\$0	\$8,333	\$8,333	\$8,333	\$0	UNDP	WE-FI/IsDB	Consultancy services / Printing and design services/ trips of comm and media services and teams	\$25,000
	MONITORING	\$0	\$5,000	\$0	\$0	\$0	UNDP	WE-FI/IsDB	Meetings, Travels, and other monitoring costs	\$5,000
	Sub-Total for Component D									
Component E : Project Implementation and Management support	E.1 Project Management Unit	\$52,888	\$70,000	\$70,000	\$57,112	\$0	UNDP	UNDP	Salaries	\$250 000
Evaluation (as relevant)	EVALUATION	PM	PM	PM	PM	PM	PM	PM	Evaluation costs	PM

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General Management Support (8%)	GMS		\$9,259	\$90,769	\$34,561	\$32,052	\$0	UNDP	WE-FI/IsDB	GMS	\$166,641
	Sub-Total for Component E										\$416,641
TOTAL											\$2,392,913

Figure 6: Guinea Multi-year workplan

Niger

COMPONENT	ACTIVITIES	Planned Budget by Year					RESPONSIBLE PARTY	PLANNED BUDGET		
		2022 / 2023	2024	2025	2026	2027		Funding Source	Budget Description	Amount
Component A: Women-owned or led businesses receive technical, organizational, and business training, personalized coaching and learn from each other at the regional level	A.1 - Consultancy service for Business Development support	\$0	\$90,500	\$0	\$0	\$0	UNDP	WE-FI/IsDB	Consultancy services / Workshops/ trips	\$90,500
	A.2 - Consultancy service for Capacity Building	\$0	\$102,500	\$0	\$0	\$0	UNDP	WE-FI/IsDB	Consultancy services / Workshops/ trips	\$102,500
	A.3- Other learning and capacity building-related activities	\$0	\$11,000	\$3,250	\$3,250	\$0	UNDP	WE-FI/IsDB	Workshops, travel, and other implementation costs	\$17,500
	MONITORING	\$0	\$3,167	\$3,167	\$3,167	\$0	UNDP	WE-FI/IsDB	Meetings, Travels, and other monitoring costs	\$9,500
Sub-Total for Component A										\$220,000

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Component B: Women-owned or led businesses access funding and material resources thanks to a matching grant mechanism	B.1 Grant matching for women businesses	\$0	\$1 067 175	\$533,588	\$491,738	\$0	UNDP	WE-FI/IsDB	Grants	\$2,092,500
	B.2 Financial Institution (FI) Admin Fee (1% Grant Matching)	\$0	\$5,572	\$2,786	\$2,567	\$0	UNDP	WE-FI/IsDB	Grants fees	\$10,925
	MONITORING	\$0	\$5,100	\$2,550	\$2,350	\$0	UNDP	WE-FI/IsDB	Grants	\$10,000
	Sub-Total for Component B									
Component C: Value chain development for market access	C.1 Consultancy service to identify how to develop value chain business linkages	\$0	\$0	\$0	\$0	\$0	UNDP	WE-FI/IsDB	Consultancy services / Workshops/ trips	\$0
	C.2 Consultancy service to identify and implement value chain business linkages activities	\$0	\$49,000	\$0	\$0	\$0	UNDP	WE-FI/IsDB	Consultancy services / Workshops/ trips	\$49,000
	C.3 Other access to market activities	\$0	\$5,417	\$5,417	\$5,417	\$0	UNDP	WE-FI/IsDB	Consultancy services / Workshops/ trips	\$16,250
	MONITORING	\$0	\$3,250	\$3,250	\$3,250	\$0	UNDP	WE-FI/IsDB	Meetings, Travels, and other monitoring costs	\$9,750
	Sub-Total for Component C									
Component D : Improved enabling environment supporting WSMEs and VSEs	D.1 - Awareness campaigns and community outreach	\$0	\$38,246	\$0	\$0	\$0	UNDP	WE-FI/IsDB	Consultancy services / Workshops/ trips	\$38,246
	D.2 – Activities to improve financial institutions capacity to serve women clients	\$0	\$18,750	\$0	\$0	\$0	UNDP	WE-FI/IsDB	Consultancy services / Workshops/ trips	\$18 750

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	D.3 - Consultancy service to assess and identify country policies and legal frameworks that prevent women businesses from growing (incl. to improve FI's capacity to serve women)	\$0	\$0	\$0	\$0	\$0	UNDP	WE-FI/IsDB	Consultancy services / Workshops/ trips	\$0
	GOVERNANCE BODIES OF THE PROJECT FUNCTIONNING COST	\$0	\$8,750	\$8,750	\$8,750	\$0	UNDP	WE-FI/IsDB	Consultancy services / Workshops/ trips	\$26,250
	COMMUNICATION	\$0	\$8,333	\$8,333	\$8,333	\$0	UNDP	WE-FI/IsDB	Consultancy services / Printing and design services/ trips of comm and media services and teams	\$25,000
	MONITORING	\$0	\$5,000	\$0	\$0	\$0	UNDP	WE-FI/IsDB	Meetings, Travels, and other monitoring costs	\$5,000
	Sub-Total for Component D									\$113,246
Component E : Project Implementation and Management support	E.1 Project Management Unit*	\$52,888	\$70,000	\$70,000	\$57,112	\$0	UNDP	UNDP	Salaries	\$250,000
Evaluation (as relevant)	EVALUATION	PM	PM	PM	PM	PM	PM	PM	Evaluation costs	PM
General Management Support (8%)	GMS	\$9,259	\$113,022	\$45,687	\$42,306	\$0	UNDP	WE-FI/IsDB	GMS	\$210,274
	Sub-Total for Component E									\$460,274
TOTAL										\$2,981,946

Figure 7: Niger Multi-year workplan

Senegal

COMPONENT	ACTIVITIES		Planned Budget by Year	RESPONSIBLE PARTY	PLANNED BUDGET
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		2022 / 2023	2024	2025	2026	2027		Funding Source	Budget Description	Amount
Component A: Women-owned or led businesses receive technical, organizational, and business training, personalized coaching and learn from each other at the regional level	A.1 Consultancy service for Business Development support	\$0	\$90,500	\$0	\$0	\$0	UNDP	WE-FI/IsDB	Consultancy services / Workshops / trips	\$90,500
	A.2 Consultancy service for Capacity Building	\$0	\$102,500	\$0	\$0	\$0	UNDP	WE-FI/IsDB	Consultancy services / Workshops / trips	\$102,500
	A.3 Other learning and capacity building-related activities	\$0	\$11,000	\$3,250	\$3,250	\$0	UNDP	WE-FI/IsDB	Workshops , travel, and other implementation costs	\$17,500
	MONITORING	\$0	\$3,167	\$3,167	\$3,167	\$0	UNDP	WE-FI/IsDB	Workshops , travel, and other implementation costs	\$9,500
	Sub-Total for Component A									\$220,000
Component B: Women-owned or led businesses access funding and material resources thanks to a matching grant mechanism	B.1 Grant matching for women businesses	\$0	\$895,050	\$447,525	\$412,425	\$0	UNDP	WE-FI/IsDB	Grants	\$1,755,000
	B.2 Other grant matching-related costs (due diligence, admin, grant committee, ...)	\$0	\$3,851	\$1,925	\$1,774	\$0	UNDP	WE-FI/IsDB	Grants fees	\$7,550
	MONITORING	\$0	\$5,100	\$2,550	\$2,350	\$0	UNDP	WE-FI/IsDB	Grants	\$10,000
	Sub-Total for Component B									\$1,772,550
Component C: Value chain development for market access	C.1 Consultancy service to identify value chain business linkages	\$0	\$0	\$0	\$0	\$0	UNDP	WE-FI/IsDB	Consultancy services / Workshops/ trips	\$0

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	C.2 Consultancy service to identify and implement value chain business linkages activities	\$0	\$49,000	\$0	\$0	\$0	UNDP	WE-FI/IsDB	Workshops, travel, and other implementation costs	\$49,000
	C.3 Other access to market activities	\$0	\$5,417	\$5,417	\$5,417	\$0	UNDP	WE-FI/IsDB	Workshops, travel, and other implementation costs	\$16,250
	MONITORING	\$0	\$3,250	\$3,250	\$3,250	\$0	UNDP	WE-FI/IsDB	Workshops, travel, and other implementation costs	\$9,750
	Sub-Total for Component C									\$75,000
Component D : Improved enabling environment supporting WSMEs and VSEs	D.1 - Awareness campaigns and community outreach	\$0	\$38,246	\$0	\$0	\$0	UNDP	WE-FI/IsDB	Consultancy services / Workshops/ trips	\$38,246
	D.2 – Activities to improve financial institutions capacity to serve women clients	\$0	\$18 750	\$0	\$0	\$0	UNDP	WE-FI/IsDB	Consultancy services / Workshops/ trips	\$18 750
	D.3 - Consultancy service to assess and identify country policies and legal frameworks that prevent women businesses from growing (incl. to improve FI's capacity to serve women)	\$0	\$0	\$0	\$0	\$0	UNDP	WE-FI/IsDB	Consultancy services / Workshops/ trips	\$0
	GOVERNANCE BODIES OF THE PROJECT FUNCTIONNING COST	\$2 992	\$7 008	\$0	\$0	\$0	UNDP	WE-FI/IsDB	Workshops, travel, and other implementation costs	\$10 000

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	COMMUNICATION	\$0	\$8,333	\$8,333	\$8,333	\$0	UNDP	WE-FI/IsDB	Workshops, travel, and other implementation costs	\$25,000
	MONITORING	\$0	\$5,000	\$0	\$0	\$0	UNDP	WE-FI/IsDB	Workshops, travel, and other implementation costs	\$5,000
	Sub-Total for Component D									\$113,246
Component E : Project Implementation and Management support	5.1 Project Management Unit*	\$52,888	\$70 000	\$70 000	\$57,112	\$0	UNDP	UNDP	Salaries	\$250,000
Evaluation (as relevant)	EVALUATION	PM	PM	PM	PM	PM	PM	PM	Evaluation costs	PM
General Management Support (8%)	GMS	\$9 100	\$99,114	\$38,733	\$35,897	\$0	UNDP	WE-FI/IsDB	GMS	\$182,844
	Sub-Total for Component E									\$432,844
TOTAL										\$2,613,640

Figure 8: Senegal Multi-year workplan

Sierra Leone

COMPONENT	ACTIVITIES	PLANNED BUDGET BY YEAR					RESPONSIBLE PARTY	PLANNED BUDGET		
		2022 / 2023	2024	2025	2026	2027		Funding Source	Budget Description	Amount
Component A: Women-owned or led businesses receive technical, organizational, and business training, personalized coaching and learn from each other at the regional level	A.1 - Consultancy service for Business Development support	\$0	\$90,500	\$0	\$0	\$0	UNDP	WE-FI/IsDB	Consultancy services / Workshops/ trips	\$90,500
	A.2 - Consultancy service for Capacity Building	\$0	\$102,500	\$0	\$0	\$0	UNDP	WE-FI/IsDB	Consultancy services / Workshops/ trips	\$102,500
	A.3- Other learning and capacity building-related activities	\$0	\$11,000	\$3,250	\$3,250	\$0	UNDP	WE-FI/IsDB	Workshops, travel, and other implementation costs	\$17,500
	MONITORING	\$0	\$3,167	\$3,167	\$3,167	\$0	UNDP	WE-FI/IsDB	Meetings, Travels, and other monitoring costs	\$9,500
	Sub-Total for Component A									\$220,000
Component B: Women-owned or led businesses access funding and material resources thanks to a matching grant mechanism	B.1 Grant matching for women businesses	\$0	\$688,500	\$344,250	\$317,250	\$0	UNDP	WE-FI/IsDB	Grants	\$1,350,000
	B.2 Financial Institution (FI) Admin Fee (1% Grant Matching)	\$0	\$1,785	\$893	\$823	\$0	UNDP	WE-FI/IsDB	Grants fees	\$3,501
	MONITORING	\$0	\$5,100	\$2,550	\$2,350	\$0	UNDP	WE-FI/IsDB	Grants	\$10,000
	Sub-Total for Component B									\$1,363,501

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Component C: Value chain development for market access	C.1 Consultancy service to identify value chain business linkages	\$0	\$0	\$0	\$0	\$0	UNDP	WE-FI/IsDB	Consultancy services / Workshops / trips	\$0
	C.2 Consultancy service to identify and implement value chain business linkages activities	\$0	\$49,000	\$0	\$0	\$0	UNDP	WE-FI/IsDB	Consultancy services / Workshops / trips	\$49,000
	C.3 Other access to market activities	\$0	\$5,417	\$5,417	\$5,417	\$0	UNDP	WE-FI/IsDB	Consultancy services / Workshops / trips	\$16,250
	MONITORING	\$0	\$3,250	\$3,250	\$3,250	\$0	UNDP	WE-FI/IsDB	Meetings, Travels, and other monitoring costs	\$9,750
	Sub-Total for Component C									
Component D : Improved enabling environment supporting WSMEs and VSEs	D.1 - Awareness campaigns and community outreach	\$0	\$38,246	\$0	\$0	\$0	UNDP	WE-FI/IsDB	Consultancy services / Workshops / trips	\$38,246
	D.2 – Activities to improve financial institutions capacity to serve women clients	\$0	\$18 750	\$0	\$0	\$0	UNDP	WE-FI/IsDB	Consultancy services / Workshops / trips	\$18 750
	D.3 - Consultancy service to assess and identify country policies and legal frameworks that prevent women businesses from growing (incl. to improve FI's capacity to serve women)	\$0	\$0	\$0	\$0	\$0	UNDP	WE-FI/IsDB	Consultancy services / Workshops / trips	\$0
	GOVERNANCE BODIES OF THE PROJECT FUNCTIONNING COST	\$0	\$8,750	\$8,750	\$8,750	\$0	UNDP	WE-FI/IsDB	Consultancy services / Workshops / trips	\$26,250

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	COMMUNICATION	\$0	\$8,333	\$8,333	\$8,333	\$0	UNDP	WE-FI/IsDB	Consultancy services / Printing and design services/ trips of comm and media services and teams	\$25,000
	MONITORING	\$0	\$5,000	\$0	\$0	\$0	UNDP	WE-FI/IsDB	Meetings, Travels, and other monitoring costs	\$5,000
Sub-Total for Component D										\$113,246
Component E : Project Implementation and Management support	5.3 Project Management Unit*	\$52,888	\$70,000	\$70,000	\$57,111	\$0	UNDP	UNDP	Salaries	\$250,000
Evaluation (as relevant)	EVALUATION	PM	PM	PM	PM	PM	PM	PM	Evaluation costs	PM
General Management Support (8%)	GMS	\$9,259	\$82,425	\$30,389	\$28,207	\$0	UNDP	WE-FI/IsDB	GMS	\$150,280
Sub-Total for Component E										\$400,280
TOTAL										\$2,172,027

Figure 9: Sierra Leone Multi-year workplan

Regional Hub

COMPONENT	ACTIVITIES	Planned Budget by Year					RESPONSIBLE PARTY	PLANNED BUDGET		
		2022 / 2023	2024	2025	2026	2027		Funding Source	Budget Description	Amount
Component A: Women-owned or led businesses receive technical, organizational, and business training, personalized coaching and learn from each other at the regional level	A.1 - Consultancy service for Business Development support	\$0	\$0	\$0	\$0	\$0	UNDP	WE-FI/IsDB	Consultancy services / Workshop s/ trips	\$0

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	A.2 - Consultancy service for Capacity Building	\$0	\$0	\$0	\$0	\$0	UNDP	WE-FI/IsDB	Consultancy services / Workshops/ trips	\$0
	A.3- Other learning and capacity building-related activities	\$0	\$0	\$0	\$0	\$0	UNDP	WE-FI/IsDB	Workshops, travel, and other implementation costs	\$0
	MONITORING	\$0	\$0	\$0	\$0	\$0	UNDP	WE-FI/IsDB	Meetings, Travels, and other monitoring costs	\$0
	Sub-Total for Component A									
Component B : Women-owned or led businesses access funding and material resources thanks to a matching grant mechanism	B.1 Grant matching for women businesses	\$0	\$0	\$0	\$0	\$0	UNDP	WE-FI/IsDB	Grants	\$0
	B.2 Other grant matching-related costs (due diligence, admin, grant committee, ...)	\$0	\$0	\$0	\$0	\$0	UNDP	WE-FI/IsDB	Grants fees	\$0
	MONITORING	\$0	\$0	\$0	\$0	\$0	UNDP	WE-FI/IsDB	Grants	\$0
	Sub-Total for Component B									
Component C : Value chain development for market access	C.1 Consultancy service to identify how to develop value chain business linkages	\$200,000	\$0	\$0	\$0	\$0	UNDP	WE-FI/IsDB	Consultancy services / Workshops/ trips	\$200 000
	C.2 Workshops, travel, other implementation costs	\$0	\$0	\$0	\$0	\$0	UNDP	WE-FI/IsDB	Consultancy services / Workshops/ trips	\$0
	C.3 Consultancy service to assess and identify country policies and legal frameworks that prevent women businesses from growing (incl. to improve FI's capacity to serve women)	\$0	\$0	\$0	\$0	\$0	UNDP	WE-FI/IsDB	Consultancy services / Workshops/ trips	\$0

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	MONITORING	\$0	\$0	\$0	\$0	\$0	UNDP	WE-FI/IsDB	Meetings, Travels, and other monitoring costs	\$0
	Sub-Total for Component C									\$200 000
Component D: Improved enabling environment supporting WSMEs and VSEs	D.1 - Awareness campaigns and community outreach	\$0	\$0	\$0	\$0	\$0	UNDP	WE-FI/IsDB	Consultancy services / Workshops/ trips	\$0
	D.2 – Activities to improve financial institutions capacity to serve women clients	\$0	\$0	\$0	\$0	\$0	UNDP	WE-FI/IsDB	Consultancy services / Workshops/ trips	\$0
	D.3 - Consultancy service to assess and identify country policies and legal frameworks that prevent women from land ownership	\$195,000	\$0	\$0	\$0	\$0	UNDP	WE-FI/IsDB	Consultancy services / Workshops/ trips	\$195 000
	GOVERNANCE BODIES OF THE PROJECT FUNCTIONNING COST	\$0	\$0	\$0	\$0	\$0	UNDP	WE-FI/IsDB	Consultancy services / Workshops/ trips	\$0
	COMMUNICATION	\$32 018	\$0	\$0	\$0	\$0	UNDP	WE-FI/IsDB	Consultancy services / Printing and design services/ trips of comm and media services and teams	\$32 018
	MONITORING	\$0	\$0	\$0	\$0	\$0	UNDP	WE-FI/IsDB	Meetings, Travels, and other monitoring costs	\$0
	Sub-Total for Component D									\$227 018

Component E : Project Implementation and Management support	E.1 Project Management Unit*	\$0	\$0	\$0	\$0	\$0	UNDP	UNDP	Salaries	\$0
Evaluation (as relevant)	EVALUATION	PM	PM	PM	PM	PM	PM	PM	Evaluation costs	PM
General Management Support (8%)	GMS	\$0	\$0	\$0	\$0	\$0	UNDP	WE-FI/IsDB	GMS	\$0
	Sub-Total for Component E									\$0
TOTAL										\$427 018

*NB.

- Project Management Unit costs will be entirely covered by the UNDP country offices as part of their 250,000 USD contribution to the project over 5 years.
- For financial management purposes in Quantum, the contribution to the salaries and PMU costs of the staff at the regional level (Project Coordinator and Project Associate) need to be located in the Regional Project in Quantum.
- As of February 2024, these costs amount to 120,000 USD per year, i.e.; 30,000 USD per country office.
- However, the Country Offices are unable to transfer TRAC resources to the Regional project in Quantum. So these contribution will be directly taken from the the donor funds after each disbursement from the donor, before a transfer to countries. The countries will then compensate the missing 30,000 USD by reallocating TRAC resources committed to the project to these activities.

VII. GOVERNANCE AND MANAGEMENT ARRANGEMENTS
Governance structure

There will be one joint multi-country project Steering Committee for EWASME. Its members will be the UNDP, the Ministry in charge of agriculture in each country (which is the Executing Agency of the RRVCP and of EWASME), and the donors, in particular the Islamic Development Bank. The people representing these institutions in the Board must be people **with authority to make decisions regarding the project**.

At the country level, there will be a National Steering Country in each of the target countries. The coordinating agency will be the Executing Agency of the RRVCP in each target country. The coordinating agency will cochair the Steering Committee (SC) with UNDP in each of the beneficiary countries. IsDB will be a full member of each of the 4 SCs along with other relevant partners and government agencies (Ministry of Finance, commerce, industry, etc).

The SC are responsible for the oversight and strategic leadership of the Project. The SC will enable the Project to have a high-level of strategic consensus on overall direction and provide strategic guidance to the Project and technical committees on priorities and risks. The Steering Committees will review and approve annual work plans and budgets and ensure adherence to relevant strategies established by the Governments during implementation of the Project. The SC will meet once a year (and more if needed) to review Project annual work plans and budget, implementation progress reports. It will be responsible for clearing annual work plan and budgets and submit to IsDB for approval for no objection.

The National SC shall convene once a year, or more often, for extraordinary meetings as requirements dictate. In addition, the regional SC will meet once a year.

The Technical Committee (TC) shall oversee operational and technical progress, and provide overall quality assurance for the Project based on the strategic direction of the SC. The TC will shall comprise of UNDP and IsDB as full time members. The head of RRVCP Project Management Unit (PMU) will be an observer to the TC. When necessary relevant partners (local governments, NGOs, CSOs, Private sectors, International organisations) will also be observers. The TC will be chaired by the UNDP appropriate Team leaders or EWASME project focal points in the country offices. Project progress, constraints in terms of time and budget, and learning will be ongoing areas of assessment for the TC throughout the life of the Project to support the management and implementation of the Projectmatic outputs. The committees will concentrate on the management and technical aspects of the Project such as planning and budgeting, financial and technical reports, learning, and risk management. The TC will also conduct preliminary analysis and layout options for discussion and adoption during the Steering Committee meetings and may propose agenda items for the Steering Committee meetings. The TC shall convene at least every quarter for the duration of the Project.

An independent Grant Selection Committee (GSC) will be composed of knowledgeable professionals that have the expertise in the respective segment rice value chains. The Grant Selection Committee will use formulated grantee selection criteria to select beneficiaries that are likely to offer the best prospects for delivering, substantial development impact, and contribution to systemic change in the sectors in which they operate. Having an independent panel ensures good governance and allows the Project Team and Technical Partners to interact closely with the beneficiaries without fear of loss of objectivity. The Panel will be appointed jointly by UNDP and IsDB for their business acumen, expertise in the rice value chain financial appraisal, and social impact evaluation.

Technical partners will be engaged to undertake the capacity development activities where one will be a specialized rice institution and the other a business advisory firm. Functions of the technical partners include:

- Support in developing clear eligibility criteria for the beneficiaries – Specialized Rice Institute and Business Advisory Firm
- Marketing and Communication - Business Advisory Firm

- Mentoring and Coaching, Monitoring and Evaluation and Delivery of Technical Assistance – Business Advisory Firm and Specialized Rice Advisory Firm
 - Develop the application form and guidelines for the grant allocation.
 - Facilitate and support the process of proposal preparation to ensure that the Project maximize potential development impacts; - Business Advisory Firm
 - Monitor closely approved proposals and, working with the selected grantees, evaluate the extent to which approved proposals are delivering their intended outputs and, when sufficient time has elapsed outcomes and impacts; - Business Advisory Firm
 - Deliver the technical assistance required either through in-house experts or affiliated experts in the subject matter requiring support from the beneficiaries – Specialize rice Institute
 - Mentor and coach the beneficiaries – Business Advisory Firm and Specialized Rice Institute
 - Identify potential Market Linkages - Specialized Rice Institute
- Each National Steering Committee will meet annually. In addition, the Regional Steering Committee will meet annually.

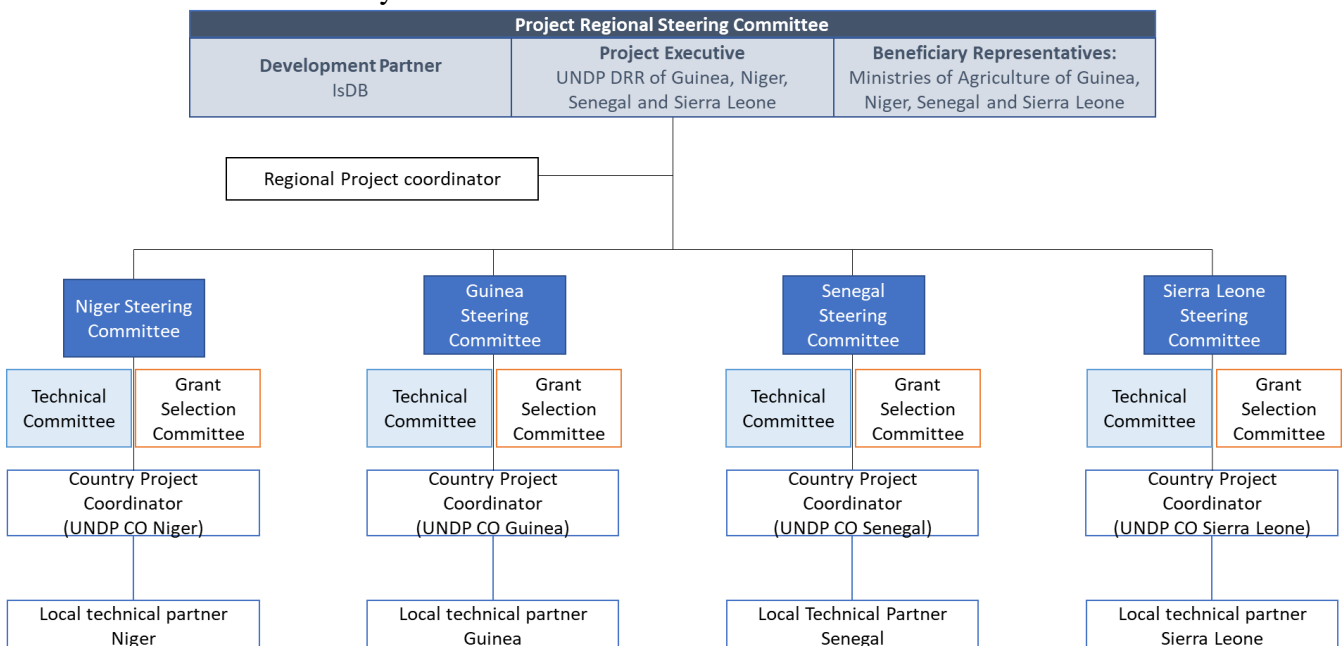


Figure 10: EWASME Project governance

The UNDP Country Office in Senegal will be the project coordinating office and will coordinate the management of the project. The cost for services provided by a coordinating office should be covered by the project budget.

Internal management arrangements

1. This project will be implemented by UNDP under Direct Implementation Modality and it will be managed by the UNDP-RBA using the existing management structure of the UNDP Regional Programme for Africa, under the guidance of the UNDP Africa Regional Programme Coordinator. The implementation of activities and day-to-day management of the project will be operationalized by the Project Coordinator based in Dakar and supported by the Country Project Coordinators under the supervision of the Team leaders designated by each implementing office's DRR.
2. UNDP RSCA/Dakar Hub will lead operational aspects of programme implementation and will lead all the processes related to the contracting, procurement, and recruitment of consultants. These contracting, procurement, and recruitment processes could also be delegated to Country Offices on a case-by-case basis, especially for national activities.

3. The project comprises five main pieces: a regional piece with activities common for the 4 countries of the programme, and 4 national pieces, 1 for each country. The national pieces will be implemented directly by the Guinea, Niger, Senegal, and Sierra Leone Country Offices, which will recruit each a Country Project Coordinator for this purpose.
4. The funds disbursed by the Islamic Development Bank and other donors of the project will be housed in the regional project, currently under the Business Unit of the UNDP Sub-Regional Center (UNDP-HQ).
5. In the spirit of the program, each country office will assume responsibility for the financial management and accountability of their national component. This will contribute to the quality assurance of operations.
6. Therefore, and by the provisions of the Quantum/access/IDAM, a new Award attached to the EWASME regional project (00132142) will be created in each country's Business Unit. Each award will be dedicated to the Country Office from the fund housed at the Regional Center. This will enable the country offices to be granted approval rights based on the structure of the project in their respective countries. However, the Dakar EWASME Project Coordinator and Project Associate will maintain oversight on behalf of the Regional Office, to ensure consistent reporting to donors.
7. This authorization will be accompanied by a delegation of authority to each Country Office Resident Representative. The funds will be allocated and budgeted in the countries' Awards according to the disbursements received from the donors. The transfer concerns resources for activities to be implemented in each country, as specified in the approved annual work plan.

- **PMU Costs**

8. Project Management Unit costs will be entirely covered by the UNDP country offices as part of their 250,000 USD contribution to the project over 5 years.
9. For financial management purposes in Quantum, the contribution to the salaries and PMU costs of the staff at the regional level (Project Coordinator and Project Associate) need to be located in the Regional Project in Quantum.
10. As of February 2024, these costs amount to 120,000 USD per year, i.e.; 30,000 USD per country office.
11. However, the Country Offices are unable to transfer TRAC resources to the Regional project in Quantum. So these contribution will be directly taken from the the donor funds after each disbursement from the donor, before a transfer to countries. The countries will then compensate the missing 30,000 USD by reallocating TRAC resources committed to the project to these activities.

VIII. LEGAL CONTEXT

This project forms part of an overall Projectmatic framework under which several separate associated country-level activities will be implemented. When assistance and support services are provided from this Project to the associated country-level activities, this document shall be the "Project Document" instrument referred to in: (i) the respective signed SBAs for the specific countries; or (ii) in the Supplemental Provisions to the Project Document attached to the Project Document in cases where the recipient country has not signed an SBAA with UNDP, attached hereto and forming an integral part hereof. All references in the SBAA to "Executing Agency" shall be deemed to refer to "Implementing Partner."

This project will be implemented by [name of entity] ("Implementing Partner") in accordance with its financial regulations, rules, practices and procedures only to the extent that they do not contravene the principles of the Financial Regulations and Rules of UNDP. Where the financial governance of an Implementing Partner does not provide the required guidance to ensure best value

for money, fairness, integrity, transparency, and effective international competition, the financial governance of UNDP shall apply.

IX. RISK MANAGEMENT

1. UNDP as the Implementing Partner will comply with the policies, procedures and practices of the United Nations Security Management System (UNSMS.)
2. UNDP as the Implementing Partner will undertake all reasonable efforts to ensure that none of the [project funds]²⁷ [UNDP funds received pursuant to the Project Document]²⁸ are used to provide support to individuals or entities associated with terrorism, that the recipients of any amounts provided by UNDP hereunder do not appear on the United Nations Security Council Consolidated Sanctions List, and that no UNDP funds received pursuant to the Project Document are used for money laundering activities. The United Nations Security Council Consolidated Sanctions List can be accessed via <https://www.un.org/securitycouncil/content/un-sc-consolidated-list>. This provision must be included in all sub-contracts or sub-agreements entered into under this Project Document.
3. Social and environmental sustainability will be enhanced through application of the UNDP Social and Environmental Standards (<http://www.undp.org/ses>) and related Accountability Mechanism (<http://www.undp.org/secu-srm>).
4. UNDP as the Implementing Partner will: (a) conduct project and Projectme-related activities in a manner consistent with the UNDP Social and Environmental Standards, (b) implement any management or mitigation plan prepared for the project or Projectme to comply with such standards, and (c) engage in a constructive and timely manner to address any concerns and complaints raised through the Accountability Mechanism. UNDP will seek to ensure that communities and other project stakeholders are informed of and have access to the Accountability Mechanism.
5. In the implementation of the activities under this Project Document, UNDP as the Implementing Partner will handle any sexual exploitation and abuse (“SEA”) and sexual harassment (“SH”) allegations in accordance with its regulations, rules, policies and procedures.
6. All signatories to the Project Document shall cooperate in good faith with any exercise to evaluate any Projectme or project-related commitments or compliance with the UNDP Social and Environmental Standards. This includes providing access to project sites, relevant personnel, information, and documentation.
7. UNDP as the Implementing Partner will ensure that the following obligations are binding on each responsible party, subcontractor, and sub-recipient:
 - a. Consistent with the Article III of the SBAA [*or the Supplemental Provisions to the Project Document*], the responsibility for the safety and security of each responsible party, subcontractor and sub-recipient and its personnel and property, and of UNDP’s property in such responsible party’s, subcontractor’s and sub-recipient’s custody, rests with such responsible party, subcontractor and sub-recipient. To this end, each responsible party, subcontractor and sub-recipient shall:
 - i. put in place an appropriate security plan and maintain the security plan, taking into account the security situation in the country where the project is being carried;
 - ii. assume all risks and liabilities related to such responsible party’s, subcontractor’s and sub-recipient’s security, and the full implementation of the security plan.
 - b. UNDP reserves the right to verify whether such a plan is in place, and to suggest modifications to the plan when necessary. Failure to maintain and implement an appropriate

²⁷ To be used where UNDP is the Implementing Partner

²⁸ To be used where the UN, a UN fund/Projectme or a specialized agency is the Implementing Partner

- security plan as required hereunder shall be deemed a breach of the responsible party's, subcontractor's and sub-recipient's obligations under this Project Document.
- c. Each responsible party, subcontractor and sub-recipient (each a "sub-party" and together "sub-parties") acknowledges and agrees that UNDP will not tolerate sexual harassment and sexual exploitation and abuse of anyone by the sub-parties, and other entities involved in Project implementation, either as contractors or subcontractors and their personnel, and any individuals performing services for them under the Project Document.
- (a) In the implementation of the activities under this Project Document, each sub-party shall comply with the standards of conduct set forth in the Secretary General's Bulletin ST/SGB/2003/13 of 9 October 2003, concerning "Special measures for protection from sexual exploitation and sexual abuse" ("SEA").
- (b) Moreover, and without limitation to the application of other regulations, rules, policies and procedures bearing upon the performance of the activities under this Project Document, in the implementation of activities, each sub-party, shall not engage in any form of sexual harassment ("SH"). SH is defined as any unwelcome conduct of a sexual nature that might reasonably be expected or be perceived to cause offense or humiliation, when such conduct interferes with work, is made a condition of employment or creates an intimidating, hostile or offensive work environment. SH may occur in the workplace or in connection with work. While typically involving a pattern of conduct, SH may take the form of a single incident. In assessing the reasonableness of expectations or perceptions, the perspective of the person who is the target of the conduct shall be considered.
- d. In the performance of the activities under this Project Document, each sub-party shall (with respect to its own activities), and shall require from its sub-parties (with respect to their activities) that they, have minimum standards and procedures in place, or a plan to develop and/or improve such standards and procedures in order to be able to take effective preventive and investigative action. These should include: policies on sexual harassment and sexual exploitation and abuse; policies on whistleblowing/protection against retaliation; and complaints, disciplinary and investigative mechanisms. In line with this, sub-parties will and will require that their respective sub-parties will take all appropriate measures to:
- (i) Prevent its employees, agents or any other persons engaged to perform any services under this Project Document, from engaging in SH or SEA;
- (ii) Offer employees and associated personnel training on prevention and response to SH and SEA, where sub-parties have not put in place its own training regarding the prevention of SH and SEA, sub-parties may use the training material available at UNDP;
- (iii) Report and monitor allegations of SH and SEA of which any of the sub-parties have been informed or have otherwise become aware, and status thereof;
- (iv) Refer victims/survivors of SH and SEA to safe and confidential victim assistance; and
- (v) Promptly and confidentially record and investigate any allegations credible enough to warrant an investigation of SH or SEA. Each sub-party shall advise UNDP of any such allegations received and investigations being conducted by itself or any of its sub-parties with respect to their activities under the Project Document, and shall keep UNDP informed during the investigation by it or any of such sub-parties, to the extent that such notification (i) does not jeopardize the conduct of the investigation, including but not limited to the safety or security of persons, and/or (ii) is not in contravention of any laws applicable to it. Following the investigation, the relevant sub-party shall advise UNDP of any actions taken by it or any of the other entities further to the investigation.
- e. Each sub-party shall establish that it has complied with the foregoing, to the satisfaction of UNDP, when requested by UNDP or any party acting on its behalf to provide such confirmation. Failure of the relevant sub-party to comply of the foregoing, as determined by UNDP, shall be considered grounds for suspension or termination of the Project.

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- f. Each responsible party, subcontractor and sub-recipient will ensure that any project activities undertaken by them will be implemented in a manner consistent with the UNDP Social and Environmental Standards and shall ensure that any incidents or issues of non-compliance shall be reported to UNDP in accordance with UNDP Social and Environmental Standards.
- g. Each responsible party, subcontractor and sub-recipient will take appropriate steps to prevent misuse of funds, fraud, corruption or other financial irregularities, by its officials, consultants, subcontractors and sub-recipients in implementing the project or Projectme, or using the UNDP funds. It will ensure that its financial management, anti-corruption, anti-fraud and anti money laundering and countering the financing of terrorism policies are in place and enforced for all funding received from or through UNDP.
- h. The requirements of the following documents, then in force at the time of signature of the Project Document, apply to each responsible party, subcontractor and sub-recipient: (a) UNDP Policy on Fraud and other Corrupt Practices (b) UNDP Anti-Money Laundering and Countering the Financing of Terrorism Policy; and (c) UNDP Office of Audit and Investigations Investigation Guidelines. Each responsible party, subcontractor and sub-recipient agrees to the requirements of the above documents, which are an integral part of this Project Document and are available online at www.undp.org.
- i. In the event that an investigation is required, UNDP will conduct investigations relating to any aspect of UNDP Projectmes and projects. Each responsible party, subcontractor and sub-recipient will provide its full cooperation, including making available personnel, relevant documentation, and granting access to its (and its consultants', subcontractors' and sub-recipients') premises, for such purposes at reasonable times and on reasonable conditions as may be required for the purpose of an investigation. Should there be a limitation in meeting this obligation, UNDP shall consult with it to find a solution.
- j. Each responsible party, subcontractor and sub-recipient will promptly inform UNDP as the Implementing Partner in case of any incidence of inappropriate use of funds, or credible allegation of fraud, corruption other financial irregularities with due confidentiality. Where it becomes aware that a UNDP project or activity, in whole or in part, is the focus of investigation for alleged fraud/corruption, each responsible party, subcontractor and sub-recipient will inform the UNDP Resident Representative/Head of Office, who will promptly inform UNDP's Office of Audit and Investigations (OAI). It will provide regular updates to the head of UNDP in the country and OAI of the status of, and actions relating to such investigation.
- k. Each responsible party, subcontractor or sub-recipient agrees that, where applicable, donors to UNDP (including the Government) whose funding is the source, in whole or in part, of the funds for the activities which are the subject of the Project Document, may seek recourse to such responsible party, subcontractor or sub-recipient for the recovery of any funds determined by UNDP to have been used inappropriately, including through fraud corruption or other financial irregularities or otherwise paid other than in accordance with the terms and conditions of the Project Document.
- Where such funds have not been refunded to UNDP, the responsible party, subcontractor or sub-recipient agrees that donors to UNDP (including the Government) whose funding is the source, in whole or in part, of the funds for the activities under this Project Document, may seek recourse to such responsible party, subcontractor or sub-recipient for the recovery of any funds determined by UNDP to have been used inappropriately, including through fraud, corruption or other financial irregularities, or otherwise paid other than in accordance with the terms and conditions of the Project Document.

Note: The term "Project Document" as used in this clause shall be deemed to include any relevant subsidiary agreement further to the Project Document, including those with responsible parties, subcontractors and sub-recipients.

- l. Each contract issued by the responsible party, subcontractor or sub-recipient in connection with this Project Document shall include a provision representing that no fees, gratuities, rebates, gifts, commissions or other payments, other than those shown in the proposal, have been given, received, or promised in connection with the selection process or in contract execution, and that the recipient of funds from it shall cooperate with any and all investigations and post-payment audits.
- m. Should UNDP refer to the relevant national authorities for appropriate legal action any alleged wrongdoing relating to the project or Projectme, the Government will ensure that the relevant national authorities shall actively investigate the same and take appropriate legal action against all individuals found to have participated in the wrongdoing, recover and return any recovered funds to UNDP.
- n. Each responsible party, subcontractor and sub-recipient shall ensure that all of its obligations set forth under this section entitled “Risk Management” are passed on to its subcontractors and sub-recipients and that all the clauses under this section entitled “Risk Management Standard Clauses” are adequately reflected, *mutatis mutandis*, in all its sub-contracts or sub-agreements entered into further to this Project Document.

X. ANNEXES**1. Project Quality Assurance Report****2. Social and Environmental Screening Template** [[English](#)] [[French](#)] [[Spanish](#)], including additional Social and Environmental Assessments or Management Plans as relevant.

(NOTE: The SES Screening is not required for projects in which UNDP is Administrative Agent only and/or projects comprised solely of reports, coordination of events, trainings, workshops, meetings, conferences, preparation of communication materials, strengthening capacities of partners to participate in international negotiations and conferences, partnership coordination and management of networks, or global/regional projects with no country level activities).

3. Risk Analysis. Use the standard [Risk Register template](#). Please refer to the [Deliverable Description of the Risk Register](#) for instructions**4. Capacity Assessment:** Results of capacity assessments of Implementing Partner (including Partner Capacity Assessment Tool (PCAT) and HACT Micro Assessment)**5. Project Steering Committee Terms of Reference and TORs of key management positions.** The standard Project Steering Committee TOR can be found [here](#).**6. On-Granting Provisions Applicable to the Implementing Partner²⁹.** On-granting clauses for non-UNDP Implementing Partners can be found [here](#).

²⁹ Applicable for non-UNDP Implementing Partner as Grant Making Institution facilitating on-granting.