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United Nations Development Programme

PROJECT DOCUMENT

[Country Project (The Gambia)]

Project Title: **Promoting Sustainable and Inclusive Peace in The Gambia through the Holistic Empowerment of Women and Youth**
Project Number: 01004053
Implementing Partner: UNDP
Start Date: April 2025 **End Date: March 2026** **PAC Meeting date:**

Brief Description

The Gambia faces multifaceted challenges that threaten sustainable peace and security. The 2024 Conflict and Development Analysis Report highlights economic vulnerability and the drug crisis as key drivers of violence and instability, ethnic, religious, and political polarisation —rooted in the country's nascent democracy—exacerbates these issues. This division hinders effective governance and limits collaboration among diverse communities, which is essential for fostering inclusive economic development. Women and youth are the most affected by these challenges. Recognizing the interconnectedness of economic vulnerability, drug abuse, and peace, the project adopts a holistic approach to address the multidimensional needs of women and youth for sustainable peace and development. The project aligns strategically with the National Action Plan (NAP) for Youth, Peace and Security (YPS) and the NAP for Women, Peace and Security (WPS). It aims to reach out to marginalized women and youth, mitigate the risk of exposure to drug abuse, strengthen their resilience to external shocks through innovative livelihood improvements, and promote the crucial roles of women and youth in building sustainable peace in The Gambia.

The overall objective of the proposed 12-month project is to contribute to sustainable peace by holistically empowering women and youth. This includes mitigating the risk of drug abuse exposure, enhancing their resilience against external shocks through innovative livelihood improvements, and promoting increased participation of women and youth in peace and security initiatives. The project's specific objectives are: (i) enhancing the participation of women and youth in peace and security initiatives to contribute to inclusive and sustainable peacebuilding, (ii) strengthening the capacity of women and youth in community-based enterprises within agriculture to promote inclusive economic growth for sustainable peace, and (iii) establishing and empowering youth-led initiatives to effectively prevent and reduce drug abuse, thereby contributing to improved community well-being and sustainable peace.

Contributing Outcome (UNSDCF, CPD, RPD):

- The project contributes to the impact area of the RBA Strategic Offer in "Youth and Women's Employment and Empowerment" and "Peace and Security"
- The project contributes to outcome 2.2 of UNSDCF 2024-2028/ UNDP CPD Outcome 2.2; By 2028, marginalized and vulnerable people in The Gambia enjoy efficient social and economic inclusion, right-based human development for reduced poverty and inequality
- The project contributes to CPD outcome 2.1 and 2.2
- UNDP CPD Outcome 2.1: By 2028, marginalized and vulnerable people in The Gambia participate in functional, accountable and transparent institutions for the efficient delivery of public services and good governance

Indicative Output(s) with gender marker

GEN2

Total resources required:		**2,000,000 USD**
Total resources allocated:		
	UNDP TRAC:	
	Donor:	**2,000,000 USD**
	Government:	
	In-Kind:	
Unfunded:		

Agreed by (signatures)

Government of The Gambia	UNDP/Implementing Partner
Signature: Bakary Badjie **Bakary Y. Badjie** **Minister** **Ministry of Youth & Sports** **The Gambia** **Date:**	**Signature:** DocuSigned by: 6D27B6140AC74A0... **Mandisa Mashologu** **Resident Representative** **United Nations Development Programme** **The Gambia** **Date:** 17-Jun-2025

I. DEVELOPMENT CHALLENGE

The Gambia faces multifaceted challenges that threaten sustainable peace and security. Located in the Sahel, the country is affected by regional issues such as security risks, economic vulnerabilities, and governance deficits. The 2024 Global Peace Index and Positive Peace Report ranked The Gambia among the top ten countries in the world with a "positive peace deficit," signalling insufficient socioeconomic development needed to sustain current peace levels and an increased likelihood of violence in the coming decade[1]. The 2024 Conflict and Development Analysis Report highlights economic vulnerability and the escalating drug crisis, particularly the rise of Kush, as key drivers of violence and instability, especially among the youth[2].The country experiences significant identity polarization based on ethnicity, religion, and political affiliation[3] due to its nascent democracy. This division exacerbates economic hardships by hindering effective governance and limiting collaboration among diverse communities, which is essential for fostering inclusive economic development[4]. Both women and youth in The Gambia face considerable challenges stemming from economic and social vulnerabilities. Youth are disproportionately affected, with 45.3% classified as not in education, employment, or training (NEET), as highlighted in the updated CDA[5]. This economic hardship often forces them into harmful coping mechanisms, such as substance abuse, notably the growing addiction to Kush and involvement in criminal activities[6]. As of June 2024, there have been 113 Kush-related incidents reported, resulting in 11 deaths and a case fatality rate of 9.7%[7]. This crisis underscores the urgent need for targeted interventions to provide viable opportunities and address the root causes of youth disenfranchisement.

Women in The Gambia face heightened risks of displacement, often linked to economic instability and social challenges, such as divorce[8]. Divorce frequently leaves women without financial support or secure housing, forcing many into precarious living conditions[9]. This displacement exacerbates their vulnerabilities, limiting access to education, vocational training, and formal labor markets while increasing exposure to gender-based violence[10]. These interconnected challenges highlight the necessity for targeted interventions to address the root causes of economic instability and ensure the inclusion of women, youth, and other vulnerable groups in sustainable development and peacebuilding efforts.

These challenges leave youth and women disenfranchised and frustrated, making them susceptible to mobilization around economic and political grievances. In June 2023, the Minister of Foreign Affairs revealed that Gambian migrants in Libya were being radicalized and recruited into jihadist movements[11], further complicating peace and security in The Gambia, particularly in the Casamance area. Many returnee youths, due to a lack of employment opportunities, join radical groups as an alternative means of livelihood, contributing to the already fragile border between Senegal and The Gambia, and posing a risk to global security.

To address these challenges, promoting youth employment and increasing awareness among youth and women about the Youth, Peace, and Security (YPS) and Women, Peace, and Security (WPS) agendas is essential for helping them realize their crucial roles in peace and security. There is also a critical need to urgently foster social cohesion and

[1] May 2024. Conflict and Development Analysis, p.29.

[2] May 2024. Conflict and Development Analysis, p.43.

[3] May 2024. Conflict and Development Analysis, p.6.

[4] May 2024. Conflict and Development Analysis, p.43.

[5] May 2024. Conflict and Development Analysis, p.42.

[6] May 2024. Conflict and Development Analysis, p.34.

[7] https://thepoint.gm/africa/gambia/editorial/youth-and-drug-abuse-a-threat-for-gambia

[8] May 2024. Conflict and Development Analysis, p.34.

[9] Ibid.

[10] Ibid.

[11] "Gambians may have joined jihadist groups in Libya," *The Standard* newspaper, 26 July 2023 - https://standard.gm/gambians-may-have-joined-jihadist-groups-in-libya

enhance community resilience against drug abuse and identity polarization by establishing community platforms for preventing drug abuse and promoting economic interdependence through the creation of community-based enterprises.

A holistic approach to addressing the vulnerabilities of youth and women is necessary for sustainable peace due to the interconnectedness of social, economic, and political factors contributing to their marginalization. Research shows that an integrated approach is more effective than siloed methods in addressing the multidimensional issues surrounding women and youth[12]. UNDP will leverage its comparative advantage in both economic empowerment and peace and security initiatives to implement an innovative approach that holistically addresses the needs of women and youth. The project aims to reach out to the most marginalized women and youth, mitigate the risk of exposure to drug abuse, strengthen their resilience to external shocks through innovative livelihood improvements, and promote the crucial roles of women and youth in peace and security to build sustainable peace in The Gambia.

II. STRATEGY

Theory of Change

If dedicated spaces are established for inclusive participation of youth and women in peace and security initiatives, ***If*** the capacity of women and youth is strengthened to establish community-based enterprises in agriculture and entrepreneurship, ***If*** youth-led mechanisms are established across communities for a collective approach to prevent drug abuse effectively, ***If*** Civil Society Organizations (CSOs) are empowered to foster coordination of youth and women participation in peace and security initiatives ***THEN,*** women and youth will be empowered to be resilient to actively participate in peace and security initiatives contributing to sustainable development ultimately reducing vulnerabilities and fostering long-term peace and stability.

Project Location

The project will target West Coast Region (WCR) and Lower River Region (LRR).



III. RESULTS AND PARTNERSHIPS (1.5 - 5 PAGES RECOMMENDED)

Expected Results

This project is anchored in the Recovery Focused National Development Strategy and the United Nations Sustainable Development Cooperation Framework (UNSDCF 2024-2028) Outcome 2.2: By 2028, marginalized and vulnerable people in The Gambia enjoy efficient social and economic inclusion, right-based human development

[12] February 2023. Mind the Peace. Integrating MHPSS, Peacebuilding and Livelihood Programming: A guidance framework for practitioners. PiP_7-MHPSS.pdf (interpeace.org)

for reduced poverty and inequality. It contributes to the achievement of the UNDP Country Programme Document (2024-2028). Output 2.1.2: Responsive governance systems and local governance strengthened for socio economic opportunity, inclusive basic service delivery, community security, and peacebuilding (IRRF 2.3). Output 2.2.2: Capacities of Micro- Small and Medium sized Enterprises (MSMEs) enabled to access finance, digital and business development services, and leverage African Continental Free Trade Area (AfCTA) opportunities, for sustainable livelihoods and employment. The project is also in alignment with the National Action Plan for Youth, Peace and Security 2025-2030 Priority Theme 1: Human Capital, strengthening assets and youth agency.
The project will contribute to sustainable peace by holistically empowering women and youth by mitigating the risk of exposure to drug abuse, increasing their resilience against external shocks through improving their livelihood innovatively, and promoting the increased participation of women and youth in peace and security.

This will be achieved using an integrated approach to support the realization of the theory of change through the following three interrelated outputs:

Output 1: Participation of women and youth in peace and security initiatives enhanced to contribute to inclusive and sustainable peacebuilding
Output 2: The capacity of women and youth strengthened on community-based enterprises in agriculture, promoting inclusive economic growth for sustainable peace
Output 3: Youth–led initiatives established and empowered to effectively prevent and reduce drug abuse contributing to improve community well-being and sustainable peace

Output 1: Participation of women and youth in peace and security initiatives enhanced to contribute to inclusive and sustainable peacebuilding
In alignment with the NAP on YPS, the project will support the construction or rehabilitation of regional multipurpose or recreational centers in WCR and LRR under the Ministry of Youth and Sports. These centers will serve as hubs for key project activities, including YPS and WPS sensitization, community-level peace initiatives, livelihood training for women and youth, drug abuse prevention, and sessions to promote positive coping skills. By creating dedicated spaces for the holistic empowerment of youth and women, the project seeks to avoid fragmented approaches to peacebuilding. It aims to effectively engage and empower vulnerable youth and women—often the hardest to reach yet most in need—so they can become active agents of peace and security in The Gambia.

Key Activities
Activity 1.1 Build/rehabilitate regional multipurpose or recreational centres in WCR and LRR
Activity 1.2 Conduct sensitization to CSO Youth Coalitions and Regional Youth Groups in WCR and LRR on Youth, Peace and Security
Activity 1.3 Conduct peer to peer sensitization on Youth, Peace and Security (YPS) and Women, Peace and Security (WPS) targeting 5,000 women and 5,000 youth in 2 regions (WCR and LRR)
Activity 1.4 Collaborative paint workshop to decorate walls of the regional multipurpose or recreational centres by the participants of Activity 1.2 with the message of YPS and WPS
Activity 1.5 Launch opening ceremony for (re) openings of regional multipurpose or recreational centres inviting high-level policy-makers, creating the opportunity for dialogue between youth, women and policymakers
Activity 1.6 Conduct community-level action plan workshop for YPS and WPS, and support the implementation of community-level actions for YPS and WPS in WCR and LRR

Output 2: Strengthened the capacity of women and youth on community-based enterprises in agriculture, promoting inclusive economic growth for sustainable peace

The project will offer various training programs to build the capacity of women and youth in agriculture. Collaborating with a selected Japanese company, in accordance with the UNDP policy, participants will develop practical skills in food processing, enabling them to produce dried vegetables and fruits and contribute to sustainable food security.

To address negative perceptions of the agricultural sector among youth, the project will also facilitate a knowledge exchange program between The Gambia and Japan. By inviting the selected Japanese university students to The Gambia, who actively promote youth participation in agriculture through innovative approaches, and provide the opportunity to engage with Gambian youth through the collaborative youth workshop, this exchange will aim at inspiring Gambian youth through showcasing positive examples of youth involvement in agriculture in Japan, leading to co-create innovative ideas to transform the image of agriculture sector in The Gambia to attract youth participation to the industry, and providing Japanese students with valuable insights into agriculture in The Gambia.

Key Activities

Activity 2.1: Conduct collaborative youth workshop to renew the image of agriculture as an attractive industry and support the implementation of 2 ideas to change the image of agricultural industry

Activity 2.2: Train 400 women and 400 youth on community gardening, food processing, and composting from agricultural waste (agro-food) , as well as climate smart modern farming technologies in LRR and WCR

Activity 2.3: Conduct workshops on financial literacy, including budgeting, savings, and investment strategies, resource mobilization skills and digital marketing skills in 2 regions (WCR and LRR) targeting 400 women and 400 youth

Activity 2.4: Establish or Revitalize 2 cooperative groups in 2 regions (WCR and LRR) to operationalise and sustain marketing, saving schemes and other initiatives related to training

Activity 2.5: Provide mentorship and incubation support for the participants of Activity 2.3 with experienced entrepreneurs and industry professionals

Activity 2.6: Conduct story-telling message sharing for success stories of youth and women as role models targeting 10,000 viewers through media campaign

Output 3: Youth–led initiatives established and empowered to effectively prevent and reduce drug abuse, contributing to improved community well-being and sustainable peace

The project aims to address the growing crisis threatening community safety in The Gambia by tackling youth vulnerability to drug abuse. It will focus on building youth capacity to prevent substance abuse, strengthening their resilience through positive coping skills, and creating youth-led platforms and support networks. These efforts will establish an effective, youth-driven mechanisms to combat drug abuse, aligning with the NAP on YPS.

Key Activities

Activity 3.1: Conduct training for 200 youth, community leaders, teachers, health workers on early warning signs and prevention of drug abuse in 2 regions (WCR and LRR)

Activity 3.2: Conduct positive coping sessions targeting 200 youth in 2 regions (WCR and LRR)

Activity 3.3: Conduct youth forum on prevention of drug abuse targeting 200 participants inviting high-level stakeholders in 2 regions (WCR and LRR)

Activity 3.4: Establish 2 referral networks in 2 regions (WCR and LRR) among the community early warning monitors and support services such as hospitals and social workers for responding to reported cases

Activity 3.5: Conduct peer to peer awareness raising campaigns and positive coping sessions targeting 3,000 youth and women to sensitize on prevention of drug abuse

Resources Required to Achieve the Expected Results

Objective 1: To create hub for holistic empowerment of women and youth in peace and security	
Activity	**Amount (US$)**
1.1 Build/rehabilitate regional multipurpose or recreational centres in WCR and LRR	317,658

1.2 Conduct sensitization to CSO Youth Coalitions and Regional Youth Groups in WCR and LRR on Youth, Peace and Security	5,000
1.3 Conduct peer to peer sensitization on Youth, Peace and Security (YPS) and Women, Peace and Security (WPS) targeting 5,000 women and 5,000 youth in 2 regions (WCR and LRR)	35,000
1.4 Collaborative paint workshop to decorate walls of the regional multipurpose or recreational centres by the participants of Activity 1.2 with the message of YPS and WPS	20,000
1.5 Launch opening ceremony for (re) openings of regional multipurpose or recreational centres inviting high-level policy-makers, creating the opportunity for dialogue between youth, women and policymakers	12,000
1.6 Conduct community-level action plan workshop for YPS and WPS, and support the implementation of community-level actions for YPS and WPS in WCR and LRR	40,000
Objective 1 Sub-Total	**429,658**
Objective 2: Mitigate economic vulnerability of women and youth through innovation and promoting sustainable food security	
2.1 Conduct collaborative youth workshop to renew the image of agriculture as an attractive industry and support the implementation of 2 ideas to change the image of agricultural industry	100,000
2.2 Train 400 women and 400 youth on community gardening, food processing, and composting from agricultural waste (agro-food), as well as climate smart modern farming technologies in LRR and WCR	825,000
2.3 Conduct workshops on financial literacy, including budgeting, savings, and investment strategies, resource mobilization skills and digital marketing skills in 2 regions (WCR and LRR) targeting 400 women and 400 youth	80,000
2.4 Establish or Revitalize 2 cooperative groups in 2 regions (WCR and LRR) to operationalise and sustain marketing, saving schemes and other initiatives related to training	50,000
2.5 Provide mentorship and incubation support for the participants of Activity 2.3 with experienced entrepreneurs and industry professionals	20,000
2.6 Conduct story-telling message sharing for success stories of youth and women as role models targeting 10,000 viewers through media campaign	13,489
Objective 2 Sub-Total	**1,088,489**
Objective 3: To establish youth-led mechanisms to mitigate the risk of exposure to drug abuse among youth	
3.1 Conduct training for 200 youth, community leaders, teachers, health workers on early warning signs and prevention of drug abuse in 2 regions (WCR and LRR)	10,000
3.2 Conduct positive coping sessions targeting 200 youth in 2 regions (WCR and LRR)	16,000
3.3 Conduct youth forum on prevention of drug abuse targeting 200 participants inviting high-level stakeholders in 2 regions (WCR and LRR)	15,000
3.4 Establish 2 referral networks in 2 regions (WCR and LRR) among the community early warning monitors and support services such as hospitals and social workers for responding to reported cases	10,000
3.5 Conduct peer to peer awareness raising campaigns and positive coping sessions targeting 3,000 youth and women to sensitize on prevention of drug abuse	20,000
Objective 3 Sub Total	**71,000**
Sub-Total	**1,589,147**
Monitoring and evaluation	**78,112**
Global monitoring, advocacy and reporting	**18,154**
Communication and visibility	**7,247**
Staffing	**69,756**
General Operating Expenses	**20,000**
Development Enabling Services (DES)	**51,101**
Sub-Total for Direct Costs	**244,370**
Sub-total (Programmable amount)	**1,833,517**
General Management Support (8%)	**146,681**
Coordination Levy (1%)	**19,802**
Total	**2,000,000**

Partnerships

The project will collaborate with a Japanese company, using UNDP's procurement process, to support Activity 2.2. The company has a prominent experience of implementing similar projects in other jurisdictions. The idea is to look for a company that has a strength in environmentally friendly products, quality assurance services, technical knowledge of empowering farmers, promoting gender equality through their products, and their capacity to ensure the sustainability of the project. The selected company would offer a critical value in the successful implementation of livelihood support without delay.

Risks and Assumptions

The project will need to consider several risks as presented on the table below:

Risk description	Type of risk	Impact	Mitigation Measures
Changing political and security environment such as the exit of ECOWAS Mission in The Gambia (ECOMIG)	Political	Impeding project implementation and further deteriorate the socio-economic environment of marginalized communities	Regular contextual analysis of project locations and establishment of relations with local authorities and state / non-state actors to sustain program implementation beyond any political changes.
Low capacities of local and national partners and resistance to reform-oriented change	Operational	Slowdown activities due to limited capacities of national and local counterparts	Provision of technical advisory support and peer mentoring, that incentivize collaborative working relationships and skills exchange.
Risk of funding delays, withholding, or withdrawal that could compromise the completion of activities	Financial	Impeding project implementation, decrease the credibility of UNDP among donors and government counterparts	Regular communication with donors, strengthen partnerships and avoid duplication of activities
Outbreak of pandemic	Health	Disruption and slow-down in the implementation of project activities	Safety measures taken to prevent infections to diseases
Inadequate youth engagement in established mechanisms	Operational	May result in ineffective implementation and failure to mitigate exposure to drug abuse.	Collaborate with influential local figures, such as trusted community leaders, educators, or popular youth figures, to advocate for youth participation. Use social media and other platforms popular among youth to promote the mechanisms, share information, and encourage involvement

Stakeholder Engagement

A detailed mapping and analysis of key stakeholders that are called to play a key role in the project's implementation will be carried out. As part of that initial stakeholder analysis and capacity mapping, their respective roles and contribution will be further analysed.

A people-centred local development participatory approach will be adopted in selecting beneficiaries and communities. The project will have a strong focus on women and youth. Various ministries and partners will be empowered to lead on the implementation of the Women, Peace and Security (WPS) and Youth, Peace and Security (YPS).

Knowledge

The project will foresee the systematization of knowledge, best practices and lessons learned particularly where UNDP promoted holistic approach to empower women and youth. It will do so through the production of publications and visual communication materials. These will be disseminated widely among key stakeholders to give visibility to the project and share lessons learned during the implementation of the project.

Additionally, as part of the project, the production and management of knowledge will be strengthened by supporting collaborations between state institutions and university and research centre to foster the production and management of knowledge.

South-South Cooperation

The project will facilitate experience sharing especially among regions.

Sustainability and Scaling Up

In addition to providing immediate assistance to empower women and youth holistically, it will link to other UNDP planned and ongoing initiatives to achieve sustainability. For output 1 and output 3, sustainability will be realized by linking to other projects funded by the Peacebuilding Fund, such as *Strengthening the National Infrastructure for Peace to Promote Social Cohesion in The Gambia*. Under output 2, sustainability will be realized through linking to other projects under the Inclusive Economic Growth cluster as well. The project also complements existing UNDP programmes such as the UNIPOD and the Timbuktoo Africa Regional Initiative. The project also provides ample opportunities for scaling up by aligning the activities with the National Action Plan for Youth, Peace and Security (2025 - 2030).

IV. PROJECT MANAGEMENT

Cost Efficiency and Effectiveness

The project intends to leverage the ongoing projects supported by UNDP The Gambia as well as the collaborations and partnerships to be built through various channels in order to ensure that all relevant actors are engaged and can work in a coordinated and effective manner, with particular attention to the previous/ongoing projects such as job centers that have been established in Kanifing and Basse by the IOM,

support for farmers' organizations by the IFAD, Peacebuilding interventions and conflict resolution training by UNICEF, a youth conflict early warning and situation room by UNFPA, and training of women and youth as insider mediators by UNDP, to avoid duplications. The UNDP in The Gambia promotes a portfolio approach with the aim of avoiding silos and disjointed initiatives. Additionally, the project will maximize efficiency and effectiveness of UNDP's support for intended beneficiaries and on delivering value for money for donors and taxpayers. As such, the project will ensure value for money through tracking performance against indicators as outlined in the results framework within the project completion timeline.

Project Management

The project will be implemented directly by UNDP The Gambia Country Office through a team, led by a Project Manager (IUNV) and supported by a Project Associate-NPSA-6.

UNDP The Gambia programme and support staff: the Governance and Peacebuilding, Inclusive Growth Clusters, and other supporting units like procurement, security, human resources, finance, and management support in UNDP's The Gambia Country Office will support the project in the areas of resource mobilisation, quality assurance, technical guidance, and policy advocacy efforts undertaken by the central government and the broader development community. All UNDP The Gambia staff time devoted to implementing the project has been accounted for in the Delivering Enabling Services (DES) incorporated into the project budget calculations.

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V. RESULTS FRAMEWORK[13]

Intended Outcome as stated in the UNSDCF/Country [or Regional] Programme Results and Resource Framework: **UNSDCF Outcome 2.2:** By 2028, marginalized and vulnerable people in The Gambia enjoy efficient social and economic inclusion, right-based human development for reduced poverty and inequality **UNDP CPD Outcome 2.1:** By 2028, marginalized and vulnerable people in The Gambia participate in functional, accountable and transparent institutions for the efficient delivery of public services and good governance **UNDP CPD Outcome 2.2:** By 2028, marginalized and vulnerable people in The Gambia enjoy efficient social and economic inclusion and right-based human development for reduced poverty and inequality.
Outcome indicators as stated in the Country Programme [or Regional] Results and Resources Framework, including baseline and targets: **UNSDCF Outcome 2.2 Indicator / CDP Outcome 2.2 Indicator:** Youth Employment Rate, Youth Unemployment Rate and Not in employment, education, or training (NEET)
Applicable Output(s) from the UNDP Strategic Plan:
Project title and Quantum Project Number: Promoting Sustainable and Inclusive Peace in The Gambia through the Holistic Empowerment of Women and Youth

EXPECTED OUTPUTS	OUTPUT INDICATORS	DATA SOURCE	BASELINE 2025	TARGET 2026	DATA COLLECTION METHODS & RISKS
Output 1: Participation of women and youth in peace and security initiatives enhanced to contribute to inclusive and sustainable peacebuilding.	***1.1** Number of regional multipurpose or recreational centres built/rehabilitated in WCR and LRR.*	*Partner reports; Mission reports;*	0	*2*	*Monitoring Visits, Stakeholder validation meetings*
	***1.2** Number of women and youth demonstrating increased understanding of YPS and WPS principles in WCR and LRR after peer-to-peer sensitization*	*Partner reports; Mission reports;*	*0*	*100*	*Monitoring Visits. Stakeholder engagement*
	***1.3** Number of youth and women advocating in peacebuilding initiatives WCR and LRR*	*Partner reports; Mission reports;*	*0*	*1,000*	*Monitoring Visits*
	***1.4** Number of community-level action plans for YPS and WPS effectively develop and implemented in WCR and LRR*	*Partner reports; Mission reports;*	*0*	*8*	*Monitoring Visits*

[13] 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.

Output 2: Strengthened the capacity of women and youths on community-based enterprises in agriculture and entrepreneurship programs promoting inclusive economic growth for sustainable peace in WCR and LRR	***2.1** Number* of women and youth who report enhanced skills to establish or expand community-based agricultural enterprises	*Partner reports; Mission reports;*	*0*	*4*	*Monitoring Visits*
	2.2 Number of women and youth demonstrating skills in financial management, including budgeting, savings, and investment, resource mobilization skills and digital marketing skills in WCR and LRR	*Partner reports; Mission reports;*	*0*	*400*	*Monitoring Visits Stakeholder engagements (Meetings, consultations and steering committees)*
	***2.3** Number of* cooperative groups established or revitalized in WCR and LRR to operationalise and sustain marketing, saving schemes and other initiatives related to training	*Partner reports; Mission reports;*	*0*	*2*	*Monitoring Visits*
Output 3: *Youth led initiatives established and empowered to effectively prevent and reduce drug abuse, contributing to improved community well-being and sustainable peace in WCR and LRR*	***3.1** Number of youth-led initiatives established within communities to address drug abuse prevention.*	*Partner reports; Mission reports;*	*0*	*4*	*Monitoring Visits*
	***3.2** Number of youth, community leaders, teachers, and health workers who demonstrate an improved understanding on prevention strategies for drug abuse after training*	*Partner reports; Mission reports;*	*0*	*300*	*Monitoring Visits, midterm survey*
	***3.3** Number of established referral networks to support the response to the identified cases of drug abuse*	*Partner reports; Mission reports; Case log*	*0*	*2*	*Monitoring Visits Consultation*
	***3.4** Number of of key stakeholders (local government, law enforcement, NGOs, etc.) actively collaborating with youth-led initiatives to address drug abuse prevention*	*Partner reports; Mission reports; Attendance sheets*	*0*	*50*	*Monitoring Visits*

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VI. Monitoring And Evaluation

In accordance with UNDP's programming policies and procedures, the project will be monitored through the following monitoring and evaluation plans: *[Note: monitoring and evaluation plans should be adapted to project context, as needed]*

Monitoring Plan

Monitoring Activity	Purpose	Frequency	Expected Action	Partners (if joint)	Cost (if any)
Track results progress	Progress data against the results indicators in the RRF will be collected and analysed 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.		
Monitor and Manage Risk	Identify specific risks that may threaten 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.		
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.		
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.		
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 board and used to make course corrections.		
Project Report	A progress report will be presented to the Project Board 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.	Annually, and at the end of the project (final report)			

Monitoring Activity	Purpose	Frequency	Expected Action	Partners (if joint)	Cost (if any)
Project Review (Project Board)	The project's governance mechanism (i.e., project board) 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 Board shall hold an end-of project review to capture lessons learned and discuss opportunities for scaling up and to socialize project results and lessons learned with relevant audiences.	Specify frequency (i.e., at least annually)	Any quality concerns or slower than expected progress should be discussed by the project board and management actions agreed to address the issues identified.		

VII. MULTI-YEAR WORK PLAN

All anticipated programmatic 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.

EXPECTED OUTPUTS	PLANNED ACTIVITIES	Timeline				PLANNED BUDGET		
		Q 1	Q 2	Q 3	Q 4	Funding Source	Budget Description	Amount (USD)
Output 1: Participation of women and youth in peace and security initiatives enhanced to contribute to inclusive and sustainable peacebuilding	**Activity 1.1**: Build/rehabilitate regional multipurpose or recreational centres in WCR and LRR	X	X			Japan	Equipment	317,658
	Activity 1.2: Conduct sensitization sessions for to CSO Youth Coalitions and Regional Youth Groups in WCR and LRR on Youth, Peace and Security		X	X		Japan	Training (workshop and materials)	5,000
	Activity 1.3: Conduct peer to peer sensitization sessions on Youth, Peace and Security (YPS) and Women, Peace and Security (WPS) targeting 5,000 women and 5,000 youth in 23 regions (WCR and, LRR)		X	X	X	Japan	Training (workshop and materials)	35,000
	Activity 1.4: Collaborative paint workshop to decorate walls of the regional multipurpose and recreational centre (s) by the participants of Activity 1.2, with the message of YPS and WPS			X		Japan	Training (workshop and materials)	20,000
	Activity 1.5: Launch opening ceremony for (re) openings of regional multipurpose or recreational centres inviting high-level policy-makers, creating the opportunity for dialogue between youth, women and policymakers			X		Japan	Workshop and materials	12,000
	Activity 1.6: Conduct community-level action plan workshop for YPS and WPS, and support the implementation of community-level actions for YPS and WPS in WCR and LRR				X	Japan	Training (workshop and materials)	40,000
	Subtotal Output 1							**429,658**

Output 2: Strengthened the capacity of women and youth on community-based enterprises in agriculture and entrepreneurship programs, promoting inclusive economic growth for sustainable peace	**Activity 2.1**: Conduct collaborative youth workshop to renew the image of agriculture as an attractive industry and support the implementation of 2 ideas to change the image of agriculrual industry	X	X	X	X	Japan	workshops and materials	100,000
	Activity 2.2: Train 400 women and 400 youth on community gardening, food processing and composting from agricultural waste (agro-food) as well as climate smart modern farming technologies in WCR and LRR		X	X		Japan	Training (workshops and materials), equipment, shipment, consultations	825,000
	Activity 2.3: Conduct workshops on digital financial literacy, including budgeting, savings, and investment strategies, resource mobilization skills and digital marketing skills in 2 regions (WCR and, LRR) targeting 400 women and 400 youth		X	X		Japan	Training (workshops and materials)	80,000
	Activity 2.4: Establish or Revitalize 2 cooperative groups in 2 regions (WCR and LRR) to operationalise and sustain marketing, saving schemes and other initiatives related to training		X	x	X	Japan	Consultant	50,000
	Activity 2.5: Provide Mentorship and incubation support for the participants of Activity 2.3 with experienced entrepreneurs and industry professionals.			x	x	Japan	Media services	20,000
	Activity 2.6: Conduct story-telling message sharing for success stories of youth and women as role models targeting 10,000 viewers through media campaign			x	x	Japan	Media services	13,489
	Sub-Total Output 2							**1,088,489**
Output 3: *Youth–led initiatives established and empowered to effectively prevent and reduce drug abuse contributing to*	**Activity 3.1:** Conduct training sessions for 200 youth, community leaders, teachers, health workers on early warning signs and prevention of drug abuse in 2 regions (WCR and LRR)			X		Japan	Training (workshops and materials)	10,000

improve community well-being and sustainable peace	**Activity 3.2:** Conduct positive coping sessions targeting 300 youth in 2 regions (WCR and LRR)			X		Japan	Training (workshops and materials)	16,000
	Activity 3.3: Conduct 2 youth forums on prevention of drug abuse targeting 200 participants inviting high-level stakeholders in 2 regions (WCR and LRR)			X		Japan	Workshops and materials	15,000
	Activity 3.4: Establish 2 referral networks in 2 regions (WCR and LRR) among the community early warning monitors and support services such as hospitals and social workers for responding to reported cases			X	X	Japan	Workshops and materials	10,000
	Activity 3.5: Conduct peer to peer awareness raising campaigns and positive coping sessions targeting 3,000 youth to sensitize on prevention of drug abuse			X	X	Japan	Training (workshops and materials)	20,000
								71,000
Project Management	**4.1 Direct Project Cost** Project Manager (IUNV); Project Associate (NPSA-6);	X	X	X	X	Japan	Project Manager (IUNV); Project Associate (NPSA-6)	69,756
	4.2 Global monitoring, advocacy and reporting	X	X	X	X	Japan		18,154
	4.3 Visibility and communication	X	X	X	X	Japan		7,247
	4.4 Monitoring and Evaluation	X	X	X	X	Japan		78,112
	4.5 General Operating Expenses	X	X	X	X	Japan		20,000
	4.6 Delivery Enabling Services (DES/DPC)	X	X	X	X	Japan		51,101
	Sub-Total Output 4							244,370
	Net programme budget							1,833,517
	General Management Support (8%)	X	X	X	X	Japan		146,681
	Total programme budget							1,980,198
	Coordination Levy (1%)	X				Japan		19,802
	TOTAL							2,000,000

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VIII. GOVERNANCE AND MANAGEMENT ARRANGEMENTS

The project will be integrating the Ministry of Youth and Sports, the Ministry of Agriculture, the Ministry of Gender, Children and Social Welfare, and the Ministry of Interior into the project's steering committee, along with UNDP senior management and representatives from civil society organizations (CSOs), the initiative aims to address the multifaceted challenges faced by communities, particularly women and youth. This structure fosters inclusive participation and promotes accountability while aligning project objectives with national priorities.

The steering committee will play a crucial role in guiding the project. The Ministry of Youth and Sports will focus on fostering youth empowerment initiatives, ensuring that young people are engaged in peacebuilding and development activities. The Ministry of Agriculture will emphasize the integration of agricultural development into peace initiatives, specifically targeting food security and livelihoods to enhance economic stability. Additionally, the Ministry of Interior will provide critical insights into security considerations, supporting efforts to create safe environments for both women and youth to actively participate in community-building endeavours. Furthermore, the Ministry of Gender, Children and Social Welfare will play an essential role in promoting gender equality and protecting the rights of vulnerable groups, ensuring that the needs and voices of women are prioritized in the project's activities. This collaborative approach, complemented by input from UNDP senior management and relevant civil society organizations (CSOs), will ensure that a broad spectrum of perspectives informs project strategies, fostering inclusivity and effectiveness in achieving sustainable outcomes.

The team leaders for the Governance and Inclusive Growth clusters will have oversight and quality assurance responsibilities, ensuring that project activities meet established standards and best practices. The Governance cluster leader will focus on enhancing participatory decision-making processes and strengthening institutional frameworks, while the Inclusive Growth cluster leader will prioritize the integration of economic empowerment initiatives aimed at marginalized groups. Both leaders will conduct regular reviews of project performance, provide mentorship to team members, and ensure that continuous feedback is incorporated into project implementation strategies. Their oversight will be critical for maintaining accountability and quality across all project components, fostering an environment conducive to sustainable development and inclusive peace.

Communities, along with youth and women's groups, will be actively involved throughout the project lifecycle. Participatory planning processes will be initiated to gather input from community members, ensuring their needs and priorities are reflected in the project design. Community assemblies will be held regularly to discuss progress, address challenges, and encourage open dialogue, which will foster transparency and trust among stakeholders. Establishing youth councils will provide young people with a platform to voice their concerns and solutions, while capacity-building programs will equip them with leadership and advocacy skills, promoting meaningful engagement in governance.

Women's groups will also be integrally involved in the project through the establishment of women's forums, which will serve as vital spaces for their voices to influence project decisions, particularly those related to empowerment and gender issues. Regular focus group discussions will be organized to gather feedback on initiatives aimed at enhancing women's roles in peacebuilding efforts. Furthermore, mechanisms for ongoing community feedback, such as surveys and suggestion boxes, will ensure that the project remains responsive to the needs of the community.

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IX. LEGAL CONTEXT

This project document shall be the instrument referred to as such in Article 1 of the Standard Basic Assistance Agreement between the Government of The Gambia and UNDP, signed on 24 February 1975. All references in the SBAA to "Executing Agency" shall be deemed to refer to "Implementing Partner."

This project will be implemented by UNDP The Gambia Country Office 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.

X. RISK MANAGEMENT

UNDP (DIM)

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][14] [UNDP funds received pursuant to the Project Document][15] 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 programme-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 programme 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.

[14] To be used where UNDP is the Implementing Partner

[15] To be used where the UN, a UN fund/programme or a specialized agency is the Implementing Partner

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 programme 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 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.

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 programme 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 programmes 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. *Choose one of the three following options:*

Option 1: UNDP will be entitled to a refund from the responsible party, subcontractor or sub-recipient of any funds provided that have been used inappropriately, including through fraud corruption, other financial irregularities or otherwise paid other than in accordance with the terms and conditions of this Project Document. Such amount may be deducted by UNDP from any payment due to the responsible party, subcontractor or sub-recipient under this or any other agreement. Recovery of such amount by UNDP shall not diminish or curtail any responsible party's, subcontractor's or sub-recipient's obligations under this Project Document.

Option 2: 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.

Option 3: UNDP will be entitled to a refund from the responsible party, subcontractor or sub-recipient of any funds provided that 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. Such amount may be deducted by UNDP from any payment due to the responsible party, subcontractor or sub-recipient under this or any other agreement.

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 programme, 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.

Special Clauses. In case of government cost-sharing through the project, the following clauses should be included:

1. The schedule of payments and UNDP bank account details.

2. The value of the payment, if made in a currency other than United States dollars, shall be determined by applying the United Nations operational rate of exchange in effect on the date of payment. Should there be a change in the United Nations operational rate of exchange prior to the full utilization by the UNDP of the payment, the value of the balance of funds still held at that time will be adjusted accordingly. If, in such a case, a loss in the value of the balance of funds is recorded, UNDP shall inform the Government with a view to determining whether any further financing could be provided by the Government. Should

such further financing not be available, the assistance to be provided to the project may be reduced, suspended or terminated by UNDP.

3. The above schedule of payments takes into account the requirement that the payments shall be made in advance of the implementation of planned activities. It may be amended to be consistent with the progress of project delivery.
4. UNDP shall receive and administer the payment in accordance with the regulations, rules and directives of UNDP.
5. All financial accounts and statements shall be expressed in United States dollars.
6. If unforeseen increases in expenditures or commitments are expected or realized (whether owing to inflationary factors, fluctuation in exchange rates or unforeseen contingencies), UNDP shall submit to the government on a timely basis a supplementary estimate showing the further financing that will be necessary. The Government shall use its best endeavours to obtain the additional funds required.
7. If the payments referred above are not received in accordance with the payment schedule, or if the additional financing required in accordance with paragraph 6 above is not forthcoming from the Government or other sources, the assistance to be provided to the project under this Agreement may be reduced, suspended or terminated by UNDP.
8. Any interest income attributable to the contribution shall be credited to UNDP Account and shall be utilized in accordance with established UNDP procedures.
9. In accordance with the decisions and directives of UNDP's Executive Board:
10. The contribution shall be charged:
    (a) 8% cost recovery for the provision of general management support (GMS) by UNDP headquarters and country offices
    (b) Direct cost for implementation support services (ISS) provided by UNDP and/or an executing entity/implementing partner.
11. Ownership of equipment, supplies and other properties financed from the contribution shall vest in UNDP. Matters relating to the transfer of ownership by UNDP shall be determined in accordance with the relevant policies and procedures of UNDP.
12. The contribution shall be subject exclusively to the internal and external auditing procedures provided for in the financial regulations, rules and directives of UNDP."