Docusign Envelope ID: D14BC59B-7F99-4676-9441-276C90F0F234

United Nations Development Programme

PROJECT DOCUMENT

Senegal

Project Title: Towards a smarter, more sustainable and inclusive agriculture through private sector partnership
Project Number:
Implementing Partner: UNDP Senegal
Start Date: March 2025 **End Date:** March 2026 **PAC Meeting date:**

Brief Description

Agriculture is a cornerstone of Senegal's economy, contributing about 15% of GDP in 2023. It employs 78.2% of the workforce and involves 906,638 agricultural households, primarily in rural areas. This sector is vital for food security, macroeconomic stability, and socio-economic development. However, it faces significant challenges such as climate change, poor land management, and urbanization, which reduce cultivable land and soil fertility.
Horticulture, practiced by 16% of households, is a high-value economic activity that can increase income and reduce food insecurity. Despite local production, Senegal imports most of its tomato-based products, highlighting a gap in self-sufficiency. The sector also struggles with high input costs and environmental degradation due to chemical fertilizers.
The project aims to address these challenges by integrating digital technologies into agriculture, making it more efficient and attractive, especially to the youth. Agritech solutions will enhance productivity, optimize resource management, and improve food security.
In partnership with the Japanese company, the project will focus on the Saint-Louis region, a major vegetables producer to provide expertise in agriculture technology to achieve self-sufficiency in industrial tomatoes and other vegetables. The project will also be implemented in the Ziguinchor region, which has significant agricultural potential but faces extreme poverty rates and low horticultural production. Improving productivity in these regions will enhance food security, increase household incomes, and create jobs.

Contributing Outcome (UNSDCF, CPD, RPD):

The project contributes to UNSDCF: By 2028, production systems, including food systems, are organized in such a way as to preserve the environment, stimulate entrepreneurship, technological innovation and ensure decent employment for the population, especially the most vulnerable, including young people, women, the disabled and migrants, in rural and peri-urban areas.

The project contributes to CPD outcome: 1. Structural transformation accelerated, particularly green, inclusive, and digital transitions.

The project contributes to SDG 1, 2, 5, 6, 8, 9, 13 and 17

Indicative Output(s) with gender marker[1]: GEN2

Total resources required:		USD 1 000 000
Total resources allocated:		
	UNDP TRAC:	0
	Donor:	USD 1 000 000
	Government:	0
	In-Kind:	
Unfunded:		

Agreed by (signatures):

UNDP
DocuSigned by: 8B46E7FC81674ED... Print Name:
Date:

[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

Senegal's population is estimated at 18.03 million in 2023 (50.3% female, 49.7% male). 76% of the population is under the age of 35, and 23% lives in the capital, Dakar. 60% of the population is rural, making their living from extensive farming, livestock breeding, forestry and fishing. However, low incomes, lack of opportunities in rural areas and the adverse effects of climate change are leading to a significant rural exodus, particularly among young people, and encouraging clandestine migration. These factors impact on the dynamics of peace, security and social cohesion, which are already precarious due to instability in the neighbouring countries.

Agriculture is one of the pillars of Senegal's economy, contributing an estimated 15% of GDP in 2023, with a huge portion of the population still directly dependent on it. In 2023, the General Population Census reported that agriculture employs 78.2% of workers and involves 906,638 agricultural households, the majority (67.7%) residing in rural areas. Furthermore, agriculture is a key sector due to its strategic importance in food security, macroeconomic balance regulation, and its contribution to the country's economic and social development.

Practiced by 16% of households, horticulture is a high-value economic lever that helps households increase income and reduce food insecurity in Senegal. In total, 1.3 million people faced acute food insecurity during the lean season in 2023 according to the World Food Programme.[2] In addition, climate change has damaged food production through frequent heatwaves, droughts – particularly in the north – and flooding. This combines with poor land management and other factors such as deforestation in the south. At the same time, cumulated crises, from the war in Ukraine to poor harvests and regional instability, have driven up the price of food and transport services. The dominant crops are onions, tomatoes, and peppers, with 44.2%, 43.5%, and 41.5% of households respectively cultivating them during the cold off-season. Tomatoes, consumed fresh but also processed industrially, are among the high-margin horticultural crops. The Senegalese market is unique in that despite local production, almost all tomato-based products consumed locally are imported. Senegal is not yet self-sufficient in tomatoes. The manufacturing industry, which offers products such as ketchup and double concentrate, relies on importing triple concentrate to meet its needs. In 2019, 72% of processed tomato products were imported from China. Other suppliers included Italy (10.4%), the United States (8.6%), Chile (4.48%), Spain (1.91%), the United Arab Emirates (1.26%), and France (1.04%).[3]

Development Challenges

The development of horticulture in Senegal represents a significant opportunity to strengthen food security, stimulate the rural economy, and promote exports. However, this sector faces several structural, technical, and socio-economic challenges that hinder its expansion and sustainability. The main development challenges are:

1. **Limited Access to Productive Resources**
   - **Insufficient or Inaccessible Agricultural Land**: Urban expansion, land pressure, and usage conflicts (e.g., between farmers and herders) limit access to cultivable land.
   - **Water Availability**: There is a high dependence on irrigation, but hydraulic infrastructure and modern irrigation systems (such as drip irrigation) remain insufficient in many rural areas.
2. **Inadequate Agricultural Techniques**
   - **Low Adoption of Modern Techniques and Agroecological Practices**.

[2] https://www.wfp.org/countries/senegal#:~:text=In%20total%2C%201.3%20million%20people,as%20deforestation%20in%20the%20south.

[3] Profil de marché sur la tomate transformée au Sénégal, COLEACP Juin 2021

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- **Poor Soil Management and Excessive or Inadequate Use of Chemical Inputs** (fertilizers, pesticides), leading to soil degradation and environmental impacts.
- **Lack of Mechanization**, making horticultural activities physically demanding and less productive.

3. **Climate Challenges**
   - Horticulture is particularly vulnerable to the effects of climate change, including rainfall variability, heatwaves, and floods.
   - Growing seasons are increasingly unpredictable, impacting yields.
4. **Lack of Financing and Access to Credit**
   - Access to credit for stakeholders to drive sector development remains limited with financial institutions.
5. **Low Capacity for Product Processing**
   - There are few processing and value-adding infrastructures for horticultural products to drive development, create added value, and generate local employment.

In general, the horticultural sector faces major constraints, including the significant reduction of cultivable land due to increasing urbanization, soil degradation marked by a loss of fertility, and the massive use of chemical fertilizers. The goal is now to steer agricultural systems towards more efficient systems that address both sustainable agriculture and food security challenges while increasing population incomes. There is also a lack of interest among young people in agricultural activities, posing a problem for generational renewal to use available cultivable land. Because of the strategic importance of agriculture as the primary provider of jobs, the Senegalese government continues to make significant efforts to address food and nutritional insecurity and climate change challenges to protect its agriculture. Senegal has always benefited from Japan's constant support to develop this sector and introduce relevant innovations. Although practices are evolving, it is more necessary than ever to combine agriculture and digital technologies to help farmers and agricultural sector stakeholders.

According to the World Bank June 2024 economic update on Senegal entitled "Seizing the opportunity", Senegal's poverty incidence stagnated over 2018/19 to 2021/22 but the number of poor has increased (The results of the EHCVM survey indicate that at the national level, the poverty rate is 37.8%, rising to 53.6% in rural areas for 2018/2019 and the number of poor people within the population is 6,032,0564), reflecting the fact that growth has not necessarily reached the poor.[5] In addition, poverty incidence is stable in both urban and rural areas, but with contrasting regional trends. There has been a marked fall in poverty in the Senegal River Valley (center) and in Eastern Senegal bordering Mali, and a slight increase in the south in Casamance. Real per capita consumption declined among the poorest. The World Bank report concludes that as most of the poor still live in rural areas, inclusive growth policies that boost household income of rural habitants are urgently needed to effectively continue reducing poverty in Senegal.

Poverty reduction in Senegal is one of the key campaign promises of the current administration which was voted in office in March 2024. The extent of youth unemployment has become alarming in recent years. More than a third of Senegalese indicated a desire to leave their country to live permanently abroad between 2013 and 2018. These emigration intentions are particularly high among young people and the unemployed. Young people in border regions are vulnerable to the rhetoric of violent extremist organizations in the Sahel. Many choose to leave the country, often under dangerous conditions. In 2019, with 23,500 migrants, Senegal was the second ECOWAS country with the highest

[4] ANSD, EHCVM 2018/2019

[5] https://documents1.worldbank.org/curated/en/099061024131035071/pdf/P500482184b7e40001a04f1cd9ea436625f.pdf?_gl=1*1lx87po*_gcl_au*OTIyNjgzMTY5LjE3MTc0MjQ5NDQ.

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migration flows to OECD countries.[6] In July 2024, at least 89 people died as a boat capsized off Mauritania.[7] Therefore, it is urgent to create more economic opportunities for young people.

ii) STRATEGY

This project aims to support the improvement of agricultural production and the marketing of horticultural products such as tomatoes using technological solutions in Saint-Louis and Matam (Northern Senegal) and Ziguinchor (Southern Senegal). In recent years, various technological solutions have emerged. AgriTech offers digital technologies that "allow for more and better production with less" through the use of data (Yields & quality indicators, varieties and genetic characteristics of the crop, phytosanitary treatments and fertilizers, big data). There are also solutions for intelligent water management, soil management, early detection of diseases and pests, ultra-localized treatments by drones, yield estimation, and management software.

The project will leverage the Japanese expertise in smart agriculture, offering farmers the opportunity to experience agriculture in the digital era. This collaboration will strengthen exchanges between Japan and Senegal.

To overcome the challenges related to the development of horticulture in Senegal, a multisectoral and integrated intervention strategy is essential.

- The introduction and adoption of innovative agricultural techniques through Japanese expertise to increase yields and incomes of communities while respecting the environment, including.

- Equipping the cultivated fields with smart agriculture devices.
- Mastering, using, integrating, and sharing modern tools in horticultural activities by communities to reduce post-harvest losses, access local and international markets, and develop exports through commercial platforms.
- Institutional strengthening and partnership with Agricultural Ministry, Community Agricultural Domains Program (PRODAC) and the research centers in Senegal (Senegalese Institute of Agricultural Research (ISRA), Gaston Berger University of Saint-Louis and Assane Seck University of Ziguinchor) to ensure the sustainability of this initiative.
- Involving young people and women, particularly university students, women farmers in training and transferring technologies adapted to local realities.
- Strengthening the technical capacities of young people through the development of students' creativity in AgriTech and experimenting with Japanese technology.
- Community awareness and social inclusion in AgriTech by enhancing the participation of all community groups involved in horticultural development, especially women and youth.

By addressing the immediate, underlying, and root causes of the development challenge, the project aims to create a sustainable and inclusive agricultural sector in Senegal. To succeed on this, the project will follow the logical sequence of activities and assumptions that will lead to the desired outcomes and impacts of the AgriTech Senegal project.

[6] PANORAMA DE L'ÉMIGRATION SÉNÉGALAISE © OCDE 2022

[7] https://www.aljazeera.com/news/2024/7/5/at-least-89-migrants-dead-as-boat-capsizes-off-mauritania

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If...

- A comprehensive package of digital agricultural technologies and training (including smart agriculture solutions, sustainable practices, and capacity building) is introduced in Saint-Louis, Matam and Ziguinchor...
- Demonstration fields and training sessions are established to showcase and educate on the benefits of these technologies...
- Support is provided to youth and women-led farms with training and technological solutions...
- Awareness and communication (Hackathon, forum…) efforts are made to promote the benefits of AgriTech and facilitate knowledge sharing...

And assuming that...

- Farmers and youth are willing to adopt and integrate modern technologies into their agricultural practices.
- The government and local institutions support the implementation and scaling of these technologies.
- There is sufficient financial and technical support from Japanese partners.
- Climatic conditions remain favourable for agricultural activities.
- There is active participation from the community in planning and implementing the project activities.

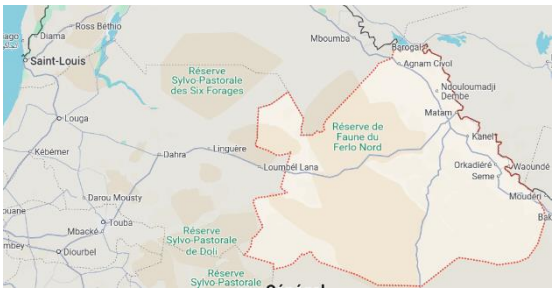
Then...

- Farmers in Saint Louis, Matam and Ziguinchor will improve their yields and income through the use of smart agriculture solutions.
- Youth in these zones will gain practical knowledge and skills in AgriTech, making agriculture more attractive to them.
- Local innovations will be developed through the Agritech Hackathon, addressing specific agricultural challenges.
- Youth and women-led farms will become more productive and sustainable, contributing to economic growth.
- Knowledge and best practices will be widely disseminated, leading to broader adoption of AgriTech solutions.

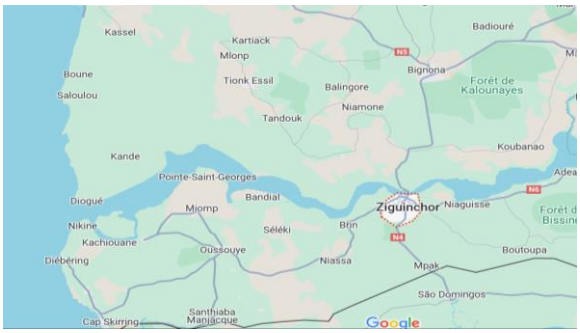
**And... **

- Agricultural productivity will increase, enhancing food security and reducing dependency on imported products.
- Economic opportunities in rural areas will expand, improving livelihoods and reducing poverty.
- Sustainable agricultural practices will be adopted, leading to better resource management and environmental protection.
- Social cohesion will improve as communities work together towards common agricultural goals.

The project will be implemented in the Northern regions (Saint Louis, Matam) and in the South of Senegal in Ziguinchor



Saint Louis and Matam



Ziguinchor

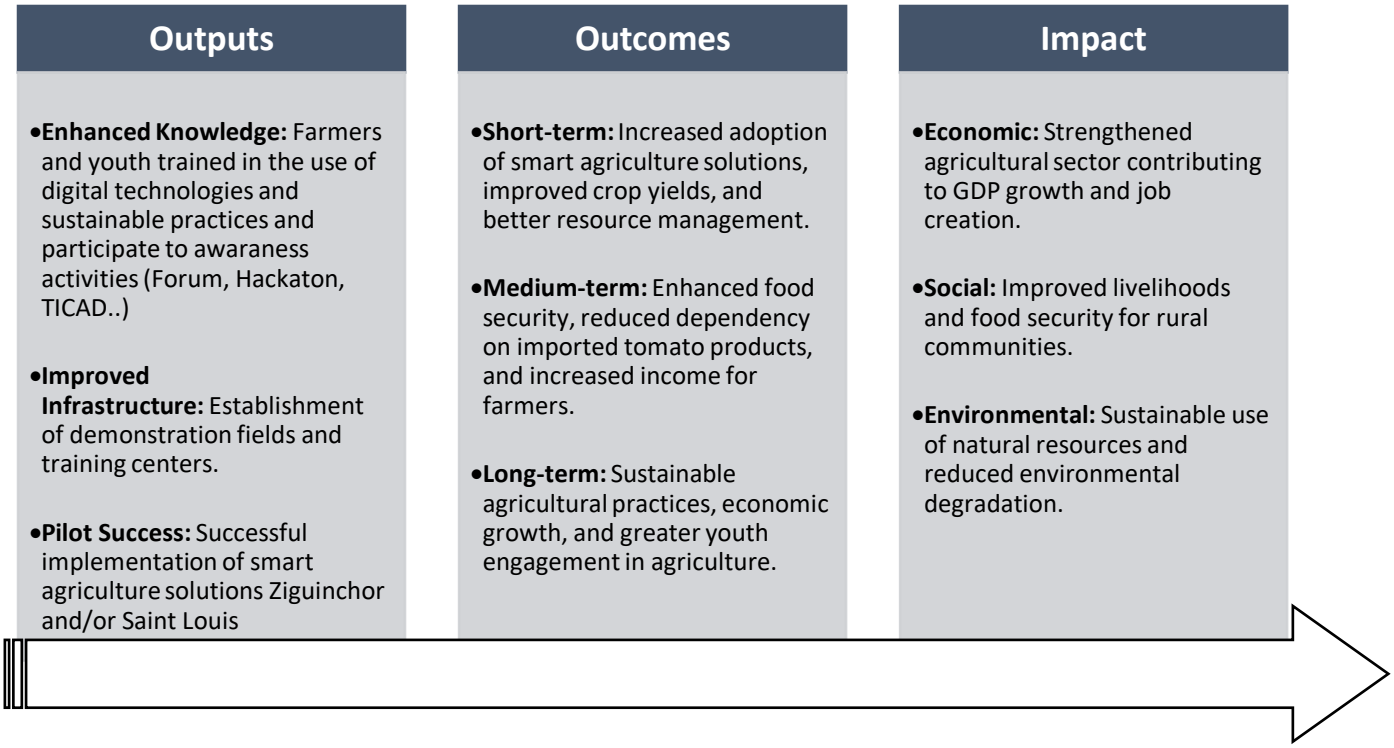
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iii) RESULTS AND PARTNERSHIPS

Expected Results

UNDP Strategic Plan Direction of Change: Building resilience, strengthening the capacity of people and preventing climate social and economic shocks.	
UNDP Strategic Offer for Senegal Impact Areas: smart agriculture, women and youth empowerment, innovation promotion	
Project Impact: Digital agricultural technologies contribute to the improvement of horticultural crop production.	
Project Outcome: Senegalese agriculture integrates the latest technological advancements, promoting improved production and more sustainable activities	
Output 1: Japanese technology is used to improve yields in Senegalese agriculture	
1.1 Install smart agriculture solutions in youth and women-led farms in collaboration with Japanese technology (50% women) 1.2 Train farmers in the use of these solutions 1.3 Share results and disseminate the technologies used	**Output indicators** - Increase in tomato production yield from 25 to 30 tons/ha - 100 farmers are trained in smart agriculture with 50% of Women. - 30 beneficiary farms have access to smart agriculture technologies with 50% led by women
Output 2: Young people have a better understanding of Japanese agricultural technologies	
2.1 Set up a demonstration field in Ziguinchor and/or Saint Louis 2.2 Organize training and discovery sessions on AgriTech 2.3 Organize an Agritech Hackathon focused on the theme of agricultural technologies	**Output indicators** - 5 discovery sessions of smart agriculture are organized in the demonstration field - 500 young people and women are aware of smart agriculture technologies during the project - 5 innovative initiatives are promoted during the Agritech Hackaton
Output 3: Japanese agricultural technologies are well-known in Senegal	
3.1 Experience sharing meetings to showcase the impact of AgriTech 3.2 Participation of program beneficiaries in TICAD 9 3.3 Forum on Japanese and Senegalese agricultural technologies	**Output indicators** - 03 local solutions led by young entrepreneurs in smart agriculture are promoted - at least 02 partnerships between Senegalese startups and Japanese companies are established to facilitate technology transfer/ cooperation - 10 Senegalese and Japanese companies exhibited during the Smart agriculture promotion Forum

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Resources Required to Achieve the Expected Results

- **Partnerships:** Collaboration between Japanese companies, for expertise and technology transfer, and Agricultural Ministry, Community Agricultural Domains Program (PRODAC) and the research centers
- **Local engagement:** young farmers and women
- **Technology:** Implementation of CropScope and other smart agriculture solutions.
- **Training and Capacity Building:** Establishment of demonstration fields to train farmers and youth on innovative technologies and practices.

Partnerships

- **Japanese companies NEC corporation**

Nippon Electric Company Corporation (NEC Corporation) have an AI-based agricultural ICT platform, CropScope, to further improve the functions and quality of agricultural advice, as well as to study the marketing and future potential of agricultural support businesses. CropScope provides necessary functions for farming in one service, so data is not separated into separate places. A variety of data can be aggregated into one service and linked with each field information for management.

NEC's AI-based analysis and forecasting technologies is an optimal solution created by integrating qualified agricultural technologies into AI, it ushers us into an era where everyone can engage in precise and efficient agriculture. It aims to establish a new agriculture that is adaptable to climate change, sustainable, low-input, high-yield, and more productive.

The basic CropScope solution that is intended to be used in this project will benefit farmers (tomato, onion, pepper and okra producers), agricultural instructors. It allows, among other things, to report field conditions, such as crop growth and soil moisture content, identify areas where irregularities occur and provide guidance based on precise data, and improve productivity through optimal adjustments of total harvest based on objective data.

- **women-led cooperatives and youth organizations**

To ensure better project ownership, the project will work in collaboration with farmers' associations from the North and South to facilitate the identification of beneficiaries and promote widespread adoption of the project. These associations will be at the heart of the interventions and will be represented on the project's steering committee. Their

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involvement will facilitate the mobilization of stakeholders during the Hackathon and the forum, which will be key platforms for promoting digital agriculture. These associations will also have the opportunity to visit the demonstration fields that will be set up.

- **Senegalese Public Institution**
  - Senegalese Institute of Agricultural Research
  - Ministry of Agriculture, Livestock, and Food Sovereignty
  - Community Agricultural Domains Program (PRODAC)
- **Senegalese Universities: University Assane Seck Ziguinchor/ University Gaston Berger Saint-Louis**

The Universities of Saint Louis and Ziguinchor are home to dedicated agricultural faculties and innovation-focused incubators, making them ideal partners for driving technological advancement in agriculture. By collaborating with these institutions, the project aims to establish a robust connection with the local research ecosystem, enabling seamless transfer of technology and expertise between Japanese enterprises and local stakeholders.
This partnership aspires to create a lasting impact, fostering sustainable collaboration among all involved parties well beyond the project's timeline. Through hosting forums, hackathons, and thematic workshops, the universities will serve as vital platforms for knowledge exchange and innovation. These activities will actively engage young students and surrounding agricultural communities, raising awareness and equipping them with tools to embrace digital agriculture. By leveraging academic expertise and fostering community involvement, the project seeks to catalyse transformative change in agriculture, building a foundation for long-term growth, innovation, and sustainability.

Risks and Assumptions

TYPE	RISKS	MITIGATION MEASURE
Political	• Continued support from the government and local institutions may fluctuate due to political changes or national priorities.	• Engage with government officials and local institutions early and regularly to build strong relationships. Advocate for the project's benefits and align it with national development goals.
Operationnal	• Farmers and youth may be reluctant to adopt modern technologies due to a lack of trust or understanding. • Training may not be effective enough to ensure proper adoption and use of the technologies. • Delays in implementing planned activities could affect the overall project timeline. • Coordination between different partners (Japanese companies, local institutions) may face challenges, leading to inefficiencies.	• Implement comprehensive training programs that include hands-on demonstrations and success stories from early adopters. • Propose tailored training and awareness programs to ensure effective technology adoption. • Develop a detailed project plan with clear timelines and milestones. Monitor the project progress and address any delays. • Ensure close coordination among all partners and rigorous monitoring of project activities.
Financial	• Insufficient funding could limit the scope and impact of project activities.	• Maintain a contingency fund to cover unexpected expenses. Regularly review and adjust the budget to ensure financial stability.

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TYPE	RISKS	MITIGATION MEASURE
Climatic Conditions	• Adverse climatic conditions, such as droughts or floods, could affect the success of agricultural activities. • The impacts of climate change could be more severe than anticipated, requiring additional adaptations.	• Promote Integrate climate-resilient practices and technologies into the project raise awareness on climate-smart agriculture methods. • Track climate trends and adjust project activities accordingly. Collaborate with climate experts to develop adaptive strategies.
Market and Economy	• Fluctuations in agricultural product prices on the market could affect farmers' incomes. • Competition with imported products could limit the economic benefits of local production.	• Promote establishment of farmer groups to strengthen market bargaining power and usage of digital marketing. • Connect local producer local processing industries and vegetables wholesalers

iv) PROJECT MANAGEMENT

The project team will systematically use cost analysis in the activities. Under the supervision of the Project Manager, the project team will continuously update Quantum's financial and budget tracking systems to facilitate cost analysis. Effective implementation involves developing and applying tools and processes that generate evidence. The project team must also track the cost of achieving each of the outcomes. This cost evidence will feed into the project throughout implementation. To this end, the systematic collection and analysis of data on the costs of the various interventions will help to direct available resources to the project in order to achieve the expected results. At this level, the UNDP sub-offices based in Matam (covering the regions of Saint Louis, Louga and Matam) and Ziguinchor (covering the regions of Kolda, Sédhiou and Ziguinchor) will be directly involved in all stages of the project. This will make it possible to rationalize interventions and to be part of the overall logic of implementing the portfolio approach already initiated at UNDP in the youth sector.

Project Management

Arrangements for audits, and collaboration with related projects, as well as, where appropriate, UNDP direct support services to country offices and estimates of the direct costs of the project will be established. The project's strategy aims to produce results with the resources available, making the most of the presence of young people at the level of the intervention areas. The project management team will be located at the UNDP Senegal level in Dakar, Matam and Ziguinchor. The team will benefit from the support of UNDP headquarters, and the UNDP sub-regional platform in Dakar. Detailed governance arrangements are described in Section VIII.

Beneficiaries, areas of intervention of the project

The project targets the Northern regions (Saint Louis, Matam) and in the South of Senegal in Ziguinchor trying to reach in particular:

- Young and women farmers in these regions.
- Other actors in the sector (local institutions and other farmers)
- Students from the universities of Assane Seck and Gaston Berger

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v) RESULTS FRAMEWORK[8]

Intended Outcome as stated in the UNSDCF Programme Results and Resource Framework: By 2028, production systems, including food systems, are organized in such a way as to preserve the environment, stimulate entrepreneurship, technological innovation and ensure decent employment for the population, especially the most vulnerable, including young people, women, the disabled and migrants, in rural and peri-urban areas
Outcome indicators as stated in the Country Programme [or Regional] Results and Resources Framework, including baseline and targets: Number of financing, production, transformation and marketing innovative initiatives for job creation that are operational
Applicable Output(s) from the UNDP Strategic Plan: Output 1.1: An enabling and inclusive environment for private entrepreneurship including diaspora members, in place to create decent, sustainable and green jobs, particularly for women, youth and marginalized groups
Project title and Quantum Project Number: Towards a smarter, more sustainable and inclusive agriculture through private sector partnership

EXPECTED OUTPUTS	OUTPUT INDICATORS[9]	DATA SOURCE	BASELINE	Target	DATA COLLECTION METHODS & RISKS
			2024	2026	
Output 1: **Japanese technology is used to improve yields in Senegalese agriculture**	**1.1** Increase in tomato production yield	*Farmers report*	25t/ha	30t/ha	*Production data from the field*
	1.2 Number of farmers / Women trained	*Training report*	*0*	100	*Training Attendance sheet*
	1.3 Number of beneficiary farms	*Project report*	*0*	30	*Selection report counting*
Output 2: **Young people have a better understanding of Japanese agricultural technologies**	**2.1** Number of training sessions organized	*Training report*	0	5	*counting*
	2.2 Number of young people and women made aware of Agritech	*Project report*	*0*	500	*Attendance sheet*
	2.3 Number of innovative initiatives promoted	*Project report*	*0*	5	*Counting the initiatives*
Output 3: **Japanese agricultural technologies are well-known in Senegal**	**3.1** Number of local solutions promoted	*Forum report*	*0*	03	*Counting local solutions*
	3.2 Number of partnerships established between Senegalese startups and Japanese companies	*Forum report*	*0*	02	*signed MoU/contract*
	3.3 Number of companies exhibiting during the Forum	*Forum report*	*0*	10	*Participation sheet of the forum*

[8] 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.

[9] 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.

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vi) MONITORING AND EVALUATION

Monitoring Plan

Monitoring Activity	Purpose	Frequency	Expected Action	Partners (if joint)	Cost (if any)
Track results progress	Assess project progress by collecting and analysing data against results indicators in the RRF.	Quarterly (or as per indicator needs)	Address slower-than-expected progress through adaptive project management actions.	UNDP, Local Authorities, Universities, external partners	
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.	UNDP, Risk Management Consultants	
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.	UNDP, Partner Universities	
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.	UNDP, Independent Evaluators	
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.	UNDP, Partner Universities	
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)	Present comprehensive data on achievements and challenges to the project board and other stakeholders for feedback.	UNDP, Local Authorities, Stakeholder Groups	

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Monitoring Activity	Purpose	Frequency	Expected Action	Partners (if joint)	Cost (if any)
Project Review (Project Board)	The project's governance mechanism 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.	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.	UNDP, Ministry of Agriculture, Project Partners	

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Key Monitoring and Evaluation Actions

1. Indicator Tracking:

Regular data collection and analysis aligned with the Results Framework.

Use tools such as surveys, reports, and field visits to gather accurate data.

2. Risk Management:

Maintain a dynamic risk register.

Implement mitigation strategies for emerging risks.

3. Learning and Knowledge Sharing:

Document lessons learned and best practices.

Facilitate knowledge exchange with partners and stakeholders.

4. Stakeholder Engagement:

Regularly involve stakeholders in monitoring and evaluation activities to ensure inclusiveness and relevance.

5. Adaptive Management:

Use findings to make timely adjustments to project design and implementation.

6. Reporting Framework

Quarterly Progress Reports: Summarize achievements, challenges, and risk updates.

Annual Report: Provide comprehensive data on output-level results and overall project performance.

Final Evaluation Report: Assess project outcomes, impacts, and sustainability, with actionable recommendations.

7. Sustainability and Scaling Up

Leverage national systems for long-term monitoring.

Strengthen local capacities to ensure continuity beyond project completion.

Incorporate findings into policy dialogues and future project designs.

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vii) MULTI-YEAR WORK PLAN [10][11]

EXPECTED OUTPUTS	PLANNED ACTIVITIES	Implementation plan by quarter				RESPONSIBLE PARTY	PLANNED BUDGET		
		Q1	Q2	Q3	Q4		Funding Source	Budget Description	Amount
Output 1: Japanese technology is used to improve yields in Senegalese agriculture *Gender marker: GEN2*	1.1 Install smart agriculture solutions in youth and women-led farms in collaboration with Japanese technology	x	X	X	X	UNDP, local authorities, implementing partners	JSB	equipment, missions	275 000
	1.2 Train farmers in the use of these solutions		x	X	X	UNDP, implementing partners	JSB	training	50 000
	1.3 Share results and disseminate the technologies used				X	UNDP, implementing partners	JSB	Workshop, training	45 000
	MONITORING		x	x	x	UNDP		missions	10 000
	Sub-Total for Output 1								380 000
Output 2: Young people have a better understanding of Japanese agricultural technologies *Gender marker: GEN2*	2.1 Set up a demonstration field in Ziguinchor and/or Saint Louis	X	X	X	X	UNDP, local authorities, implementing partners	JSB	equipment, missions	145 000
	2.2 Organize training and discovery sessions on AgriTech		x	X	X	UNDP, implementing partners	JSB	Workshop, training	30 000
	2.3 Organize an Agritech Hackathon focused on the theme of agricultural technologies		X			UNDP, local authorities, implementing partners	JSB	Workshop	30 000
	2.4 MONITORING		x	x	x	UNDP		missions	5 000
	Sub-Total for Output 2								210,000
Output 3: Japanese agricultural	3.1 Experience sharing meetings to showcase the				X	UNDP, local authorities,	JSB	Workshop	49 000

[10] Cost definitions and classifications for programme and development effectiveness costs to be charged to the project are defined in the Executive Board decision DP/2010/32

[11] 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 programme 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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technologies are well-known in Senegal *Gender marker: GEN2*	impact of AgriTech					implementing partners			
	3.2 Participation of program beneficiaries in TICAD 9			X		UNDP, beneficiaries	JSB	missions	50 000
	3.3 Forum on Japanese and Senegalese agricultural technologies		X			UNDP, local authorities, implementing partners	JSB	Workshop, missions	75 000
	MONITORING		x	x	x	UNDP		missions	1 000
	Sub-Total for Output 3								175 000
Direct implementation support cost	Human Resources (staffing)	X	X	X	X	UNDP	JSB	National Staffing	70 000
	Direct project costs	X	X	X	X			Country office staffing	35 000
	Monitoring and Evaluation	X	X	X	X			Consultancy, vendor	17 500
	Communications (project visibility)	X	X	X	X			Consultancy, vendor	10 000
	General Operating Expenditures	X	X	X	X			Equipment, electricity, internet, security	10 181
	Global monitoring, advocacy, and reporting	X	X	X	X			HQ support	9 077
Net programme budget									**916 758**
General Management Support (8%)									**73 341**
Total Programme									**990 099**
Coordination levy (1%)									**9 901**
TOTAL									**1 000 000**

viii) GOVERNANCE AND MANAGEMENT ARRANGEMENTS

Governance and Project Management

The project will be implemented under the Direct Implementation Modality (DIM). UNDP will be responsible for the planning, implementation and oversight, as well as the financial management and reporting of the report to the Government of Japan. UNDP will be primarily responsible for the financial management and general aspects of the project reports on behalf of all contributing partners, and other responsible parties involved in the implementation.

The Steering Committee and the project team will be established for a good implementation of the activities. The project will be implemented with the support of the Heads of UNDP Sub-Offices based in Ziguinchor and Matam, with the support of the Acclab unit, under the responsibility of the Inclusive Growth and Sustainable Development unit. The

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latter will be in charge of the monitoring and quality assurance of the project in accordance with UNDP procedures and under the responsibility of the Deputy Resident Representative in charge of the Programme.

Project Steering Committee

A Steering Committee for the project will be set up under the leadership of UNDP, with the Ministry of Agriculture, Food Sovereignty and Livestock (MASAE), the Ministry of Youth, Sports and Culture, the Embassy of Japan, partner institutions such as Gaston University, Berger de Saint Louis, Assane Seck University of Ziguinchor, representatives of local actors and other relevant partners who will be identified. It meets at least twice during the duration of the project (at the beginning and at the end of the project), and in case of the need to make a decision on issues requiring their attention (in person or virtually) by submitting written comments for the second case. Within the committee, decisions are taken by consensus. The Steering Committee's mandate is to:

- Monitor the overall implementation of the project,
- Reviews and approves work plans and reports.
- carry out monitoring missions on the project and on the sites.
- Oversee progress and challenges and make recommendations.
- Contribute to the development of partnerships for the implementation of the project.
- Participate in project launch ceremonies, close-out ceremonies and public activities.

Reporting

UNDP will submit semestrial reports and an annual report to the Government of Japan. In any case, a final report will also be prepared, indicating the results of the project according to the theory of change, including lessons learned and recommendations for future projects, which will be shared with all partners. These reports will be prepared in accordance with UNDP reporting templates.

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ix) LEGAL CONTEXT

Option a. Where the country has signed the Standard Basic Assistance Agreement (SBAA)

This project document shall be the instrument referred to as such in Article 1 of the Standard Basic Assistance Agreement between the Government of (Senegal) and UNDP, signed on July, 4th 1987. All references in the SBAA to "Executing Agency" shall be deemed to refer to "Implementing Partner."

This project will be implemented by UNDP ("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.

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 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.

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.

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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 parties, 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 parties, 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 parties, 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

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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-

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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.

   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.

k. 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.

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l. 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.

m. 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.

Dynamic and Ongoing Risk Assessment

Recognizing the changing nature of risks, especially in a dynamic national context such as Senegal, the project will adopt a flexible and adaptive approach to risk management. The risk management plan will be reviewed and updated annually by the project team, with input from all stakeholders involved, including government bodies, private sector partners, and local farmers. This iterative process will ensure that emerging risks, including those related to national or global economic shifts, technological advancements, and social changes, are effectively managed.

The continuous monitoring of risks and mitigation measures will be embedded within the project's operational processes. Regular risk assessments, supported by updated data and feedback from the field, will inform adjustments to the project's strategies and actions. This approach ensures that the project remains resilient, responsive, and capable of overcoming challenges as they arise, ultimately ensuring the long-term sustainability of the tomato sector in Senegal.

The project recognizes that risks are inherent in any development initiative, and as such, it prioritizes the identification, assessment, and management of these risks to ensure the sustainability and success of its activities. This approach will be continuously updated and reviewed annually by the project team, ensuring it remains responsive to the evolving national context.

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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 Board Terms of Reference and TORs of key management positions.** The standard Project Board TOR can be found here**.**

6. **On-Granting Provisions Applicable to the Implementing Partner[12] .** On-granting clauses for non-UNDP Implementing Partners can be found here.

[12] Applicable for non-UNDP Implementing Partner as Grant Making Institution facilitating on-granting.