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United Nations Development Programme

PROJECT DOCUMENT

The Gambia

Project Title: Strengthening Climate Resilience through Green Innovation

Project Number: 01005728

Implementing Partner: UNDP

Start Date: March 2026 **End Date:** March 2027 **PAC Meeting date:** 14th April 2026

Brief Description

The Gambia, the smallest country on mainland Africa with a population of nearly 3 million, faces a convergence of climate, economic, and social crises. Ranked 170 out of 193 countries on the Human Development Index and 173 out of 188 on the Climate Finance Vulnerability Index, the country is highly exposed to climate shocks despite contributing negligible greenhouse gas emissions[1]. Prolonged droughts, flash floods, windstorms, and natural fires have already displaced 2,672 people and affected 9,699 in 2024 alone[2]. Agriculture, the backbone of rural livelihoods has seen yield reductions of up to 40%, leaving 244,000 people (around 10% of the population) projected to face acute food insecurity during the 2025 rainy season[3].

Deforestation compounds these risks: 70% of forests and woodlands are degraded, driven largely by biomass dependence, as over 90% of households rely on firewood and charcoal for cooking[4]. This reliance accelerates land degradation, biodiversity loss, and carbon emissions. Waste management is another critical challenge, with only 20% of waste properly collected and disposed, leaving communities vulnerable to pollution and health hazards.

There is also a stark gender dimension. Women make up 70% of the subsistence agricultural workforce yet face systemic barriers to accessing land, credit, and tools. They bear the burden of collecting biomass; a task that takes an average of six hours daily trapping them in cycles of time poverty, health risks, and lost economic opportunities. Youth, who represent 65% of the population, face high unemployment and migration pressures, often resorting to irregular migration routes in search of better prospects.

This project offers an integrated solution to these intertwined challenges. It will introduce innovative equipment that transforms agricultural waste into organic fertilizer and environment-friendly charcoal, advancing a circular economy where waste becomes wealth. Key interventions include:

- Climate-smart agriculture to restore soil health and improve yields.
- Distribution of 1,000 clean cooking stoves to vulnerable households in Upper River Region (URR) and Central River Region (CRR), reducing reliance on firewood and cutting carbon emissions.
- Creation of green jobs for women and youth through training in improved cook stove production and soap-making from charcoal byproducts.
- Establishment of sustainable waste management systems to convert liabilities into economic assets.

To ensure long-term impact, the project will incubate two women-and youth-led enterprises in clean energy, agro-processing, and eco-friendly products with a combined membership of 150 direct beneficiaries. Through mentorship,

[1] 2025 Global Human Development Report

[2] International Monetary Fund. African Dept., 2024

[3] FAO, Global Information and Early Warning System, 2025

[4] https://doi.org/10.5716/cifor-icraf/PB24001

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business development support, and access to financing and regional markets via the African Continental Free Trade Area (AfCFTA), these enterprises will scale and thrive anchoring The Gambia's transition to a green, inclusive economy. Furthermore, the project is expected to reach 2000 indirect beneficiaries, including community members, suppliers, market actors, and local service providers who will benefit from improved livelihood opportunities, enhanced value chains, and expanded access to sustainable products and services.

Contributing Outcome (UNSDCF, CPD, RPD):

Programme Outcome & CPD Output 1.1.1: Natural resources protected and managed to enhance sustainable productivity, livelihoods and mitigate effects of climate change and respond to disasters.

Programme Outcome & CPD Output 1.1.2: Solutions adopted for chemicals and waste management; and to achieve universal access to clean, affordable, and sustainable energy and clean cooking.

UNSDCF Outcome(s), Programme Outcome & CPD Output #2.1: By 2028, the vulnerable and under privileged particularly in rural and urban disaster, conflict-prone areas, will be resilient to climate-related and other shocks and have access to sustainable food, WASH, and health systems, including education and social protection.

Indicative Output(s) with gender marker[5]: 3

Total resources required:		$466,666.00
Total resources allocated:		
	UNDP TRAC:	
	Donor:	$466,666.00
	Government:	
	In-Kind:	
Unfunded:		

Initial

[5] 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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Agreed by (signatures)[6]:

UNDP
DocuSigned by: 6D27B6140AC74A0... Print Name: Mandisa Mashologu
Date: 18-May-2026

[6] Note: Adjust signatures as needed

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I. DEVELOPMENT CHALLENGE

The Gambia, the smallest country on mainland Africa with a land area of just 11,300 km² and a population of nearly 3 million, faces a convergence of climate, economic, and social crises that threaten its development trajectory. With over 65% of its population under the age of 25 and a median age of 19.6 far below the global median of 30.9, the country holds significant potential for a demographic dividend. Yet this potential remains largely unrealized. The Gambia ranks 170 out of 193 countries on the Human Development Index, with youth unemployment, climate change, and persistent inequality emerging as key barriers to progress. These structural vulnerabilities are reflected in a rising trend of young people migrating through irregular routes in search of better opportunities.

The climate crisis compounds these challenges. Despite contributing negligible greenhouse gas emissions, The Gambia ranks 173 out of 188 countries on the Climate Finance Vulnerability Index, with a climate risk score of 84.3 indicating extreme exposure and limited adaptive capacity. The country is already experiencing multifaceted climate emergencies: prolonged droughts, flash floods, windstorms, and natural fires displaced at least 2,672 people and affected nearly 9,700 in 2024 alone. Agriculture, the backbone of rural livelihoods, has seen yield reductions of up to 40%, leaving an estimated 244,000 people (10% of the population) projected to face acute food insecurity during the 2025 lean season, including over 7,600 in emergency conditions.

Environmental degradation further intensifies these risks. Rapid deforestation has left nearly 70% of forests and woodlands degraded, driven largely by biomass dependence, as over 90% of households rely on firewood and charcoal for cooking. This dependence accelerates soil erosion, biodiversity loss, and carbon emissions, while trapping women who make up 70% of the subsistence agricultural workforce in cycles of time poverty, health burdens, and reduced economic opportunity. Women spend an average of six hours daily collecting firewood, limiting their ability to pursue income-generating activities. Waste management challenges add another layer of vulnerability: only 20% of waste is properly collected and disposed of, increasing flood risks, environmental contamination, and health threats, particularly in low-income and peri-urban communities.

These challenges are deeply interconnected. Climate shocks reduce yields and destroy assets, while energy poverty and poor waste management undermine resilience, productivity, and health outcomes. Underlying these dynamics are entrenched systemic barriers, including limited access to clean energy technologies and finance, weak waste-management infrastructure, and gendered constraints to land, credit, and markets. These vulnerabilities reinforce cycles of exclusion, deepen rural poverty, and constrain access to climate finance, leaving communities with limited means to adapt.

The urgency for intervention within the next 12 months is especially critical. The approaching 2025 lean season presents a narrow window to avert a worsening food-security crisis. Without the rapid deployment of climate-smart waste-to-resource technologies ahead of the next agricultural cycle, communities will miss a vital opportunity to restore

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soil fertility, improve yields, and stabilize household food supplies. Each missed season sharply increases vulnerability and dependency on humanitarian assistance. Likewise, escalating deforestation driven by overwhelming biomass dependence requires immediate scale-up of clean cooking solutions. Without swift action, forest loss will accelerate, deepening environmental degradation and increasing the burden on women.

Introducing waste-to-resource equipment, alongside community-scale clean-cooking interventions, requires sufficient lead time for procurement, shipping, installation, and capacity-building. These time-bound operational milestones make JSB's catalytic, rapid-response funding particularly well-suited to address this fast-closing implementation window. The supplementary budget is an upfront investment to prevent further deterioration of food security, curb deforestation, and ensure that critical technologies and training are in place when their impact will be greatest.

Addressing these challenges is essential for achieving national, regional, and global commitments. The Gambia's climate policies and long-term development strategies emphasize clean-energy access, resilience building, and sustainable waste management. The African Continental Free Trade Area offers opportunities for green enterprise growth, while the project aligns directly with the Sustainable Development Goals on poverty, gender equality, clean energy, climate action, and sustainable ecosystems.

This project addresses these urgent needs by introducing innovative equipment that converts agricultural waste into organic fertilizer and environmentally friendly charcoal, complemented by targeted trainings that promote a circular economy where waste is transformed into a productive resource.

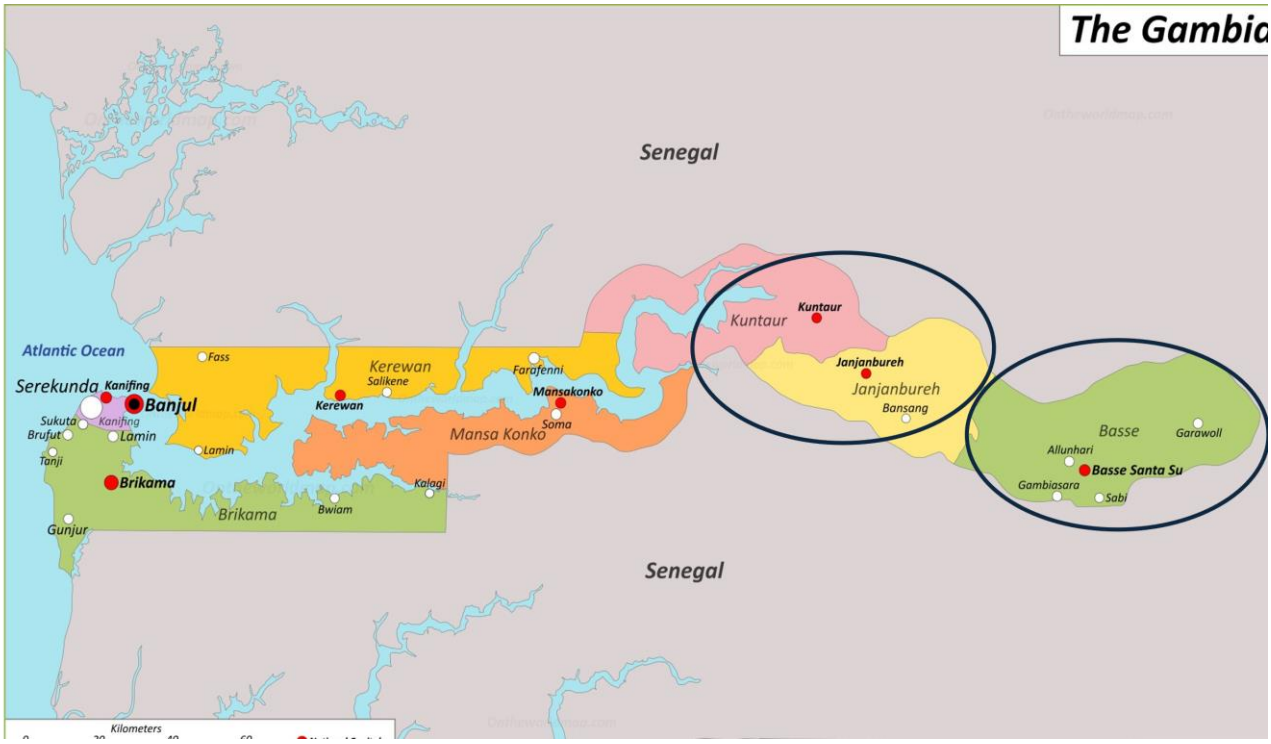
II. STRATEGY

Theory of Change

If climate-vulnerable communities gain access to effective waste-to-resource technology, clean-cooking solutions, and climate-smart agricultural practices, **If** local artisans, women, and youth receive the technical skills, capacity-building support, and enterprise development opportunities needed to produce, maintain, and commercialize these solutions sustainably, **If** communities and institutions adopt inclusive co-design processes, strong awareness campaigns, and integrated systems that embed these innovations into environmental management and local development structures, **then** households will rapidly transition to cleaner and more affordable energy sources and adopt farming and livelihood practices that are more resilient, sustainable, and better equipped to withstand climate shocks.

Project Location

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Gender and youth integration (and digital considerations)

The project takes a transformative approach to gender and youth empowerment, ensuring women and young people are not just participants but owners, leaders, and drivers of climate-resilient solutions. Women will be supported to own or co-own enterprises, cooperatives, and equipment, and will hold formal roles in governance and distribution structures, giving them real decision-making power over resource management, technology adoption, and sustainability planning.

Youth are positioned as key actors in the green economy through targeted skills training, apprenticeships, and enterprise-incubation opportunities that build their technical expertise, digital capabilities, and market readiness. Digital tools such as mobile monitoring systems, dashboards, and SMS/WhatsApp engagement further expand access, strengthen accountability, and ensure inclusive participation for women and youth who often face mobility or time constraints.

Knowledge, good practices, and lessons informing the strategy

The strategy is grounded in proven practices from the region, particularly evidence showing that locally produced clean-cooking stoves, combined with after-sales support and strong social marketing, significantly improve long-term adoption while reducing biomass use and indoor air pollution. Lessons from circular-economy pilots such as bio-fertilizer and briquette initiatives demonstrate that these models are effective when feedstock supply chains are well-organized and product quality meets user expectations, with public procurement and municipal partnerships playing a key role in scaling such solutions.

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By concentrating efforts in regions most affected by climate shocks, the project's green-innovation solutions will accelerate community resilience, stimulate diversified and sustainable livelihoods, and amplify the impact of the UNDP Gambia Inclusive Growth Portfolio, advancing a coherent, system-wide shift toward inclusive, climate-responsive development.

7) Key assumptions

- Internal: Timely procurement and installation of equipment; effective training and enterprise incubation.
- External: Community acceptance of new technologies; stable policy environment; market access through AfCFTA.

  Evidence: FAO, WHO, and UNDP evaluations confirm these assumptions in similar contexts.

III. RESULTS AND PARTNERSHIPS (1.5 - 5 PAGES RECOMMENDED

Expected Results

This project will achieve its intended impact through an integrated approach that directly operationalizes the theory of change across three interrelated outputs, all working together to strengthen climate resilience, promote green innovation, and empower women and youth in URR and CRR. By converting agricultural waste into valuable resources, promoting clean-energy transitions, and enabling green enterprises, the project will address both the immediate drivers of vulnerability such as biomass dependence, degraded soils, and limited livelihood opportunities and the underlying systemic barriers related to access to technology, finance, and markets. These combined efforts will create measurable improvements in environmental sustainability, community resilience, and economic inclusion. The expected results contribute directly to **UNSDCF Outcome 1.1:** By 2028, women, children, displaced people, youth and persons with disabilities, particularly in rural and urban disaster, conflict-prone areas, will be resilient to climate-related and other shocks and have access to sustainable food, WASH, and health systems, including education and social protection, and align with **CPD Output 1.1.1:** Natural resources protected and managed to enhance sustainable productivity, livelihoods and mitigate effects of climate change and respond to disasters, as well as **CPD Output 1.1.2:** Solutions adopted for chemicals and waste management; and to achieve universal access to clean, affordable, and sustainable energy and clean cooking.

Outputs, activities, and expected change attributable to the project

Output 1 – Green innovation in agriculture adopted

The project will introduce innovative Japanese technology to convert rice husks into organic fertilizer and eco-friendly charcoal, reducing open burning, promoting soil recovery, and offering a sustainable alternative to biomass fuel. Through training for women, youth, farmers, and cooperatives, the project will strengthen local technical capacity to operate and maintain the equipment, manage feedstock supply, ensure product quality, and develop viable market linkages. By embedding climate-smart agricultural practices such as composting, organic soil management, and improved waste handling—the project will improve crop yields, reduce pressure on forests, and promote

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environmentally responsible land management. These interventions directly support climate resilience by reducing deforestation drivers, enhancing soil fertility, and enabling year-round production for farmers in URR and CRR.

Key Activities

- Construction 2 of equipment facilities and installation of waste-to-resource machinery
- Training of 150 farmers, women, and youth in organic fertilizer production and climate-smart agriculture
- Community-driven design of distribution models for organic fertilizer and eco-charcoal
- Production of outreach materials to enhance farmer adoption and environmental awareness

Output 2 – Households transition to clean cooking solutions

To help households transition away from firewood and charcoal, the project will train local artisans to fabricate and repair clean cooking stoves using locally available materials. It will also distribute 1,000 clean cooking stoves to vulnerable households, accompanied by awareness campaigns highlighting the health, environmental, and economic benefits of clean cooking. These interventions will reduce indoor air pollution, cut household energy burdens, save time for women and girls, and decrease pressure on forests contributing to climate mitigation and improved community health. The project will also monitor biomass reduction and forestcover improvements, reinforcing accountability and supporting evidencebased scaling.

Key Activities

- Training 50 local artisans in improved stove production
- Distribution of 1,000 clean cooking stoves to vulnerable households
- Awareness campaigns via radio, podcasts, and social media
- Monitoring biomass-use reduction and deforestation trends
- Collaborative design of community distribution models for eco-friendly charcoal

Output 3 – Green Enterprise Incubation for Women and Youth (incl. AfCFTA linkages)

Leveraging new green technologies and clean-energy solutions, the project will accelerate women- and youth-led enterprises in organic fertilizer, eco-charcoal, improved stoves, agro-processing, and value-added products like soap from charcoal ash. Through targeted training in entrepreneurship, financial literacy, digital marketing, and AfCFTA ready business planning, participants will gain the skills and networks to build resilient, sustainable businesses. By strengthening cooperatives and collective market structures, the project expands economic opportunities for women and youth while anchoring local value chains that drive The Gambia's green transition.

Key Activities

- Formation and revitalization of cooperatives and micro-enterprises
- Training in entrepreneurship, financial literacy, and trade readiness
- Hands-on training 100 women and 50 youth in soap-making and eco-product development
- Mentorship and incubation support with experienced professionals
- Storytelling and role-model campaigns to shift social narratives and inspire youth/women

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Resources Required to Achieve the Expected Results

Objective 1: Enhance Food Security through Climate-Smart Innovation	**Amount (US$)**
Activity	
1.1 Construct small building block to install the equipment	27,000
1.2 Procure and install two (2) equipment units and four (4) compost chambers to convert agricultural waste into environmentally friendly charcoal and organic fertilizer.	196,776
1.3 Train 150 farmers, women, and youth in CRR and URR on organic fertilizer application, composting techniques, soil health management, and sustainable farming practices. Training will include practical demonstrations, soil health assessments, and hands-on sessions supported by the procurement of essential equipment such as soil-testing kits, climate-resilient seeds, watering systems, protective gear, and basic farming tools.	30,000
1.4 Conduct a collaborative design workshop on community-based distribution model for locally produced organic fertilizer, ensuring active participation and ownership by community members.	3,000
1.5 Produce a short video on sensitizing climate-smart innovation and and community-based distribution model for organic fertilizer	3,000
Objective 1 Sub Total	**259,776**
Objective 2: Promote Green Transformation and Sustainable Energy	
2.1 Train 50 local artisans to produce clean cooking stoves using locally available materials.	10,000
2.2 Procurement and distribution of 1000 clean cooking stoves to vulnerable households in URR and CRR.	13,500
2.3 Conduct targeted awareness campaigns on the health and environmental benefits of clean cooking energy using radio jingles, podcasts, and social media platforms to reach diverse audiences and promote behavioral change	3,000
2.4 Monitor reduction in biomass use and deforestation rates in target communities.	6,000
2.5 Conduct a collaborative design workshop for the community-based distribution model for locally produced environment-friendly charcoal, ensuring active participation and ownership by community members.	3,000
2.6 Provide technical and Capacity building support to the communities on all the activities under objective 2 to strengthen local production, maintenance, and adoption of clean-energy solutions including 50 local artisans, and 100 community members .	37,000
Objective 2 Sub Total	**72,500**
Objective 3: Empower Women and Youth through Enterprise Development	

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3.1 Facilitate formation of 2 cooperatives and micro-enterprises around clean cooking stove production, organic food produce, and soap-making.	12,000
3.2 Train 70 women and 50 youth to produce soap using ash from environment-friendly charcoal.	7,000
3.3 Deliver targeted training and capacity building to 40 women and 40 youth on entrepreneurship, business planning, and financial literacy, while facilitating access to information on regional trade opportunities under AfCFTA to support market readiness and cross-border enterprise development.	6,000
Objective 3 Sub Total	**25,000**
Sub Total	**357,276**
Global monitoring, advocacy, and reporting	**8,389**
Staffing	**30,000**
Communications	**3,573**
Development Enabling Services (DES)	**28,582**
Sub Total for Direct Costs	**70,544**
Sub total (Programmable amount)	**427,820**
General Management Support (8%)	**34,226**
Coordination Levy (1%)	**4,620**
Total	**466,666**

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Partnerships

Partner	**Roles/Responsibilities**
Japan (e.g.Tromso Co.,Ltd.)	Japan brings a unique and essential value-add to the project through its global leadership in precision engineering, clean-energy innovation, and circular-economy technologies. The high-performance Japanese waste-to-resource equipment enables efficient conversion of rice husks into organic fertilizer and eco-charcoal, offering durability, reliability, and superior environmental performance. Beyond technology, Japan contributes specialized know-how operator training, maintenance protocols, and quality-assurance systems that builds national capacity for long-term sustainability.
MECCNAR	Ensure policy alignment on forest management, biomass use, and environmental safeguards.
Department of Forestry & Parks	Support regulation and oversight of biomass extraction and sustainable forest resource management.
Department of Agriculture	Integrate climate-smart agricultural practices and use of organic fertilizer into national extension services to promote widespread adoption
Department of Community Development	Strengthen community structures; facilitates local participation, mobilization, and governance; supports formation and capacity-building of community-based groups involved in clean energy, waste management, and livelihood initiatives.
MBOLO	Drive community-level engagement, supports enterprise incubation, and manages grassroots distribution models for fertilizer, eco-charcoal, and clean stoves.
Local NGOs, CSOs & Cooperatives	Facilitate community mobilization, lead training and enterprise development, and implement localized distribution systems.
UNDP Regional Hub	Offers technical backstopping on clean cooking, climate resilience, and safeguards.

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AfCFTA Trade Partners	Provide market access pathways; offer compliance guidance to help women- and youth-led enterprises scale regionally.

Risks and Assumptions

Risk Description	Type of Risk	Impact	Mitigation Measures
Supply chain or logistics delays affecting equipment importation and civil works	Operational / Financial	Delays in installation and commissioning of key technologies, slowing down project delivery and reducing the timely achievement of outputs	Implement early procurement planning; use phased installation; include penalty clauses in contracts; maintain contingency stock to avoid stoppages
Behavioral resistance to adopting new technologies (clean stoves, organic fertilizer)	Social / Operational	Low adoption rates could limit reduction s in biomass use, indoor air pollution, and soil degradation, undermining project outcomes	Apply co-design approaches; use peer farmer champions; offer appliance financing; implement women-centered outreach tailored to cooking habits and fuel preferences
External climate shocks (floods, bushfires) disrupting operations and access	Environmental	Interruptions in production, training, distribution, and community engagement activities; potential damage to infrastructure and equipment	Integrate community-based disaster risk reduction (DRR) practices; align with Early Warnings for All systems; develop contingency and adaptive operational plans
Market access constraints for MSMEs, including finance and compliance barriers	Financial / Market	Limits the ability of women and youth enterprises to scale, reducing the sustainability of livelihood gains	Leverage AfCFTA Women and Youth in Trade Protocol; provide targeted financial literacy; link enterprises to blended-finance opportunities and compliance support
Political instability affecting project regions and operations	Political	Potential delays, restricted access to communities, or disruptions in multi-stakeholder coordination and public-sector support	Conduct regular political and contextual analysis; maintain strong relations with local authorities, CSOs, and community structures to ensure continuity despite political changes

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Stakeholder Engagement

The project will primarily target women farmers (who constitute 70% of the agricultural workforce), rice farmers in URR and CRR, youth artisans and entrepreneurs, and vulnerable households**.** These groups are central to the Theory of Change as they are both highly impacted by climate risks and key agents of transformation. Identification will be done through the Department of Agriculture, farmer cooperatives, rice producer associations, Village Development Committees (VDCs) and social registries**,** ensuring inclusivity and representation. Engagement will occur via participatory workshops, co-design sessions, and continuous feedback loops to foster ownership and sustainability.

Other Potentially Affected Groups

Local biomass traders, informal charcoal producers, and timber actors may be indirectly affected by the shift to clean cooking and eco-friendly charcoal. To mitigate negative impacts, the project will promote alternative livelihoods, retraining programs, and community forestry co-management in line with national forest policy frameworks.s

Grievance and Safeguards

The project will ensure transparency and accountability by promoting awareness and access to UNDP's Social and Environmental Compliance Review and the Stakeholder Response Mechanism. Safeguards will include do-no-harm screening, gender-based violence risk prevention, and inclusive participation requirements in all training and distribution activities.

South-South and Triangular Cooperation (SSC/TrC)[7]

The project leverages SSC/TrC to accelerate technology transfer and knowledge exchange for climate resilience. Through Japan-Africa cooperation under TICAD, YOA Africa and TROMSO will deploy advanced equipment for converting rice husks into organic fertilizer and eco-friendly charcoal, while sharing operational lessons and performance data for replication in other African rice value chains. At the regional level, collaboration with ECOWAS and AfCFTA platforms will enable the exchange of business models and best practices for women- and youth-led MSMEs in clean energy and agro-processing, fostering cross-border trade and inclusive growth.

[7] *Please see Considerations for South-South and Triangular Cooperation Design, Implementation, and Documentation*.

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Digital Solutions[8]

The project will harness digital technologies to enhance adoption, market access, and monitoring. Behavior-change campaigns will leverage radio, podcasts, and social media to accelerate uptake of clean cooking stoves and organic fertilizer, supported by analytics to refine messaging and target segments effectively. To expand economic opportunities, simple e-commerce and WhatsApp marketplace pilots will be introduced for AfCFTA trade readiness, complemented by digital payment options for stove parts and fertilizer subscriptions. For monitoring and evaluation, mobile data collection tools such as KoBo and ODK will track adoption and usage metrics, while GIS mapping will monitor deforestation proxies and stove distribution clusters. These systems will be integrated with local early warning channels under the EW4All initiative, ensuring real-time data for resilience planning.

Knowledge

The project will generate and share actionable knowledge to inform policy and practice on climate-smart agriculture and clean energy. Key products will include a practitioner guide and case study on rice-husk circular economy for climate-smart agriculture, co-published with FAO and UNDP; a short documentary showcasing community-based distribution models and women-led enterprises; and a policy brief on scaling clean cooking in rural Gambia, highlighting health, gender, and climate benefits. To maximize visibility and uptake, these products will be disseminated through UNDP platforms, TICAD and ECOWAS events, and global networks such as the Clean Cooking Alliance and SEforALL, ensuring lessons learned contribute to regional and global dialogues on resilience and green transformation.

Sustainability and Scaling Up

The project is designed to embed its interventions within national systems and strengthen local capacities to ensure long-term impact. Activities will align with the National Forest Policy (2023–2032), supporting targets on sustainable forest management and alternative energy, while leveraging community forestry arrangements to sustain biomass reductions. Capacity-building will focus on training local artisans for stove production and repair, empowering farmer cooperatives to manage fertilizer distribution, and embedding cost-recovery models and revolving funds to maintain services. To scale economic opportunities, the project will utilize AfCFTA protocols to connect women- and youth-led MSMEs to regional markets. Additionally, innovative finance pathways will be explored, including carbon crediting and biochar carbon-sink certification, alongside blended finance mechanisms for clean cooking scale-up, aligning with global momentum such as commitments from the IEA Clean Cooking Summit (2024–2025). These measures collectively ensure that project results are sustained, replicated, and expanded beyond the initial implementation period.

[8] *Please see the Guideline "Embedding Digital in Project Design".*

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IV. PROJECT MANAGEMENT (1/2 PAGES - 2 PAGES RECOMMENDED)

Cost Efficiency and Effectiveness

The project adopts a highly efficient and cost-effective pathway by leveraging a multi-benefit circular economy model that transforms agricultural waste into organic fertilizer and eco-friendly charcoal, reducing emissions, input costs, and waste while boosting soil fertility and crop resilience. This approach delivers strong returns on investment, supported by evidence that compost and organic amendments enhance soil health and carbon sequestration. Similarly, clean cooking interventions address health, gender, and climate externalities valued at over USD 2.4 trillion annually, making them one of the most impactful social investments. Efficiency is further reinforced through joint procurement with technology partners, local fabrication to reduce unit costs, and shared monitoring systems using mobile tools and dashboards. These measures ensure maximum results per dollar spent while aligning with UNDP's Sustainable Energy Hub and Climate Promise initiatives for technical optimization and regional synergies.

Project Management

The project will be implemented under the leadership and oversight of UNDP The Gambia under the Environemtn and Resilience Cluster. The CO which will serve as the primary implementing agency responsible for overall coordination, fiduciary management, monitoring and evaluation, and compliance with UNDP's Social and Environmental Standards. UNDP will ensure alignment with the Country Programme Document (CPD) and UNSDCF outcomes, while leveraging its operational systems and technical expertise to guarantee cost efficiency and accountability.

Implementation will be supported by key national partners with defined roles:

- **Department of Agriculture (DOA)** will lead on agricultural interventions, including farmer training on climate-smart practices, soil health management, and integration of organic fertilizer into extension services. DOA will also support monitoring of adoption rates and productivity improvements.
- **Departmnet of Community Development (DCD)** will facilitate community mobilization and strengthen local governance structures such as Village Development Committees, women's groups, and youth associations to promote inclusive participation.
- **Ministry of Petroleum and Energy (MOPE) and MBOLO** will spearhead clean energy components, focusing on the promotion and distribution of clean cooking stoves, community sensitization, and capacity building for local artisans to produce and maintain stoves. MBOLO will also facilitate grassroots engagement and enterprise incubation for women and youth in clean energy value chains.

Operational activities will be concentrated in URR and CRR, with field missions coordinated through the UNDP Country Office in Banjul and temporary satellite hubs during critical phases such as equipment installation and training. A dedicated project team will manage day-to-day implementation, supported by shared operations and procurement services under UNDP's Direct Country Office Support framework. Robust assurance mechanisms—

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including annual external audits, quarterly financial reviews, and integrated risk management—will safeguard transparency and accountability.

Collaboration will extend to MECCNAR, the Department of Forestry, local councils, and CSOs to ensure policy coherence and community participation. Synergies with related UNDP initiatives on clean energy, livelihoods, and climate resilience will be leveraged to maximize impact and avoid duplication, including joint knowledge exchanges and co-financing opportunities.

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V. RESULTS FRAMEWORK[9]

Intended Outcome as stated in the UNSDCF/Country [or Regional] Programme Results and Resource Framework: **UNSDCF Outcome 1.1:** By 2028, women, children, displaced people, youth and persons with disabilities, particularly in rural and urban disaster, conflict-prone areas, will be resilient to climate-related and other shocks and have access to sustainable food, WASH, and health systems, including education and social protection **CPD Output 1.1.1:** Natural resources protected and managed to enhance sustainable productivity, livelihoods and mitigate effects of climate change and respond to disasters **CPD Output 1.1.2:** Solutions adopted for chemicals and waste management; and to achieve universal access to clean, affordable, and sustainable energy and clean cooking.
Outcome indicators as stated in the Country Programme [or Regional] Results and Resources Framework, including baseline and targets: Indicator: Estimated tCO_2e avoided from clean stoves. Baseline: 0 Target: 245 tCO_2e/year Indicator: Tonnes of biomass substituted by eco-charcoal Baseline: 0 Target: 200 t/year.
Applicable Output(s) from the UNDP Strategic Plan: The project contributes primarily to the UNDP Strategic Objective Healthy Planet, with additional contributions to Prosperity for All, and complementary alignment with Effective Governance and Crisis Resilience.
Project title and Quantum Project Number:

[9] 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.

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EXPECTED OUTPUTS	OUTPUT INDICATORS[10]	DATA SOURCE	BASELINE	Target	DATA COLLECTION METHODS & RISKS
			2025	2027	
Output 1 *Enhance Green Innovation in Agriculture*	***1.1 Number of waste-to-resource equipment units installed and operational***	*Partner reports; Mission reports;*	0	2	***Data collection method:*** *Installation reports, delivery notes, photo geo-tags; verified by site visits.* ***Risk****: Delays in import/customs or site readiness affect installation counts.*
	1.2 Number of farmers, women, and youth trained in organic fertilizer production and climate-smart agriculture (sex- and age-disaggregated)	*Partner reports; Mission reports;*	*0*	*150*	***Data collection method:*** *Signed attendance sheets with sex/age, pre-/post-lists; spot checks.* ***Risk****: Double counting or incomplete disaggregation if IDs aren't verified.*
	1.3 Quantity of organic fertilizer produced and distributed to farmers (tons/year)	*Partner reports; Mission reports;*	*0*	*To be set based on equipment production capacity*	***Data collection method:*** *Production logs, weighbridge/scale records, distribution registers; monthly roll-ups.* ***Risk:*** *Inaccurate weights or leakage/diversion during distribution.*

[10] 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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EXPECTED OUTPUTS	OUTPUT INDICATORS[10]	DATA SOURCE	BASELINE 2025	Target 2027	DATA COLLECTION METHODS & RISKS
	1.4 Percentage of trained beneficiaries adopting climate-smart practices within one year (Target calculated out of the total number of beneficiaries who received the training)	*Partner reports;* *Mission reports;*	*0*	*60% adoption rate*	***Data collection method:*** Follow-up surveys, DOA field spot-checks, and geo-tagged verification of practices. **Risk:** Follow-up surveys, DOA field spot-checks, and geo-tagged verification of practices.
	1.5 Increase in crop yields among beneficiary households (compared to baseline (% change)	*Partner reports;* *Mission reports;*	*60 HHs*	*90 HHs* *(50% increase)*	***Data Collection method:*** DOA-verified production records, yield sampling, and field measurement checks. **Risk:** Weather variability, inaccurate self-reporting, and difficulty attributing yield changes solely to the project.
Output 2 Promote Green Transformation and Sustainable Energy	***2.1 Number of clean cooking stoves procured and distributed to vulnerable households.***	*Partner reports;* *Mission reports;*	0	1000	***Data collection method:*** *Production tally sheets, GRNs, beneficiary receipts with IDs; random household verification.* ***Risk:*** *Ghost beneficiaries or resale reducing true household adoption.*

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EXPECTED OUTPUTS	OUTPUT INDICATORS[10]	DATA SOURCE	BASELINE	Target	DATA COLLECTION METHODS & RISKS
			2025	2027	
	2.2 Number of artisans (men and women) trained in clean stove production and maintenance	*Partner reports; Mission reports;*	*0*	*50*	***Data collection method:*** *Training registers, practical assessment checklists; trainer validation.* ***Risk:*** *Attendance fraud or low skills retention without follow-up.*
	2.3 Percentage reduction in household biomass use among participating households	*Partner reports; Mission reports;*	*0*	*20% reduction (1,250HH reduced to 1,000HH)*	***Data collection method:*** *Household energy use surveys, fuel purchase diaries , forest cover proxy via community patrol logs/remote imagery (where feasible).* ***Risk:*** *Attribution challenges and seasonal variation masking real change.*
	2.4 Number of beneficiary households consistently using clean cooking stoves after 6 months of distribution	*Partner reports; Mission reports;*	*0*	*800 (70% maintained)*	***Data collection method:*** *Household usage surveys, spot-check visits, and photo-verified observations of stove use.* *Risk: Inaccurate self-reporting, stove stacking with traditional stoves.*

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EXPECTED OUTPUTS	OUTPUT INDICATORS[10]	DATA SOURCE	BASELINE 2025	Target 2027	DATA COLLECTION METHODS & RISKS
Output 3: Empower Women and Youth through Enterprise Development	***3.1*** Number of cooperatives and micro-enterprises established and operational on clean cooking stove production, organic food processing, and soap making.	*Partner reports; Mission reports;*	0	2	***Data collection method:*** *Registration certificates, constitutions, meeting minutes; field verification.* ***Risk:*** *Low participation, misreporting of age/sex categories, cooperatives formed but not functional*
	3.2 Number of women and youth trained in green enterprise skills (e.g., soap making, eco product).	*Partner reports; Mission reports;*	*0*	*150*	***Data collection method:*** *Sex/age disaggregated attendance lists, skills demo checklist* ***Risk:*** *Low participation Droupouts post-training, Dropouts post training.*
	3.3 Number of participants accessing financing or markets through AfCFTA linkages.	*Partner reports; Mission reports;*	*0*	*4 (The training targets 40 women and 40 youth, while the anticipatory access to financing and/or markets has a*	***Data collection method:*** *Loan approval letters, MoUs, sales invoices/contracts; tracer follow-ups at 3–6 months.* ***Risk:*** *Confidentiality limits data access; short-lived deals inflate access figures.*

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EXPECTED OUTPUTS	OUTPUT INDICATORS[10]	DATA SOURCE	BASELINE	Target	DATA COLLECTION METHODS & RISKS
			2025	2027	
				target of 4 beneficiaries.)	
Please note that the target value may be subject to slight adjustment after the project commences to ensure achievement of the intended outcomes.					

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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 quarterly	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.	Quarterly	Areas of strength and weakness will be reviewed by project management and used to inform decisions to improve project performance.		

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Monitoring Activity	Purpose	Frequency	Expected Action	Partners (if joint)	Cost (if any)
Review and Make Course Corrections	Internal review of data and evidence from all monitoring actions to inform decision making.	Quarterly	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.	Quarterly, and at the end of the project (final report)	Submission of Final Narrative Report (FNR) within 3 month and Final Financial Report (FFR) within 1 year of the project completion		
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.		

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Evaluation Plan[11]

Evaluation Title	Partners (if joint)	Related Strategic Plan Output	UNSDCF/CPD Outcome	Planned Completion Date	Key Evaluation Stakeholders	Cost and Source of Funding
e.g., Mid-Term Evaluation						

[11] Optional, if needed

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VII. MULTI-YEAR WORK PLAN [12][13]

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	Planned Budget by Year				RESPONSIBLE PARTY	PLANNED BUDGET		
		Q1	Q2	Q3	Q4		Funding Source	Budget Description	Amount
Output 1:									
Gender marker: 2	1.1. Construct small building block to install the equipment	X	x			UNDP	JSB	Constrcution	27,000
	1.2 Procure and install two (2) equipment units and four (4) compost chambers to convert agricultural waste into environmentally friendly charcoal and organic fertilizer.		X			UNDP		Equipment	196,776

[12] 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

[13] 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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EXPECTED OUTPUTS	PLANNED ACTIVITIES	Planned Budget by Year				RESPONSIBLE PARTY	PLANNED BUDGET		
		Q1	Q2	Q3	Q4		Funding Source	Budget Description	Amount
	1.3 Train 150 farmers, women, and youth in CRR and URR on organic fertilizer application, composting techniques, soil health management, and sustainable farming practices. Training will include practical demonstrations, soil health assessments, and hands-on sessions supported by the procurement of essential equipment such as soil-testing kits, climate-resilient seeds, watering systems, protective gear, and basic farming tools.	x x	x x	x x		DOA/UNDP	JSB	Training (Workshop and Materials)	30,000
	1.4 Conduct a collaborative design workshop on community-based distribution model for locally produced organic fertilizer, ensuring active participation and ownership by community members.		x	x		DOA/UNDP	JSB	Workshop and materials	3,000

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EXPECTED OUTPUTS	PLANNED ACTIVITIES	Planned Budget by Year				RESPONSIBLE PARTY	PLANNED BUDGET		
		Q1	Q2	Q3	Q4		Funding Source	Budget Description	Amount
	1.5 Produce a short video on sensitizing climate-smart innovation and community-based distribution model for organic fertilizer			x	x	UNDP/MBOLO	JSB	Videography and photography	3,000
	MONITORING								
	Objective 1 Sub-Total								259,776
Output 2: *Gender marker: 2*	2.1 Train 50 local artisans to produce clean cooking stoves using locally available materials.		x	x	x	UNDP/Mbolo	JSB	Training	10,000
	2.2 Procure and distribute 1,000 clean cooking stoves to vulnerable households in URR and CRR.			x	x	UNDP/Mbolo		Equipment	13,500
	2.3 Conduct targeted awareness campaigns on the health and environmental benefits of clean cooking energy using radio jingles, podcasts, and social media platforms to reach diverse audiences and promote behavioral change	x	x	x	x	Clean Earth/ UNDP		Comms	3,000
	2.4 Monitor reduction in biomass use and deforestation rates in target communities.				X	UNDP/Mbolo	JSB	Monitoring	6,000
	2.5 Conduct a collaborative design workshop for the community-based distribution model for			x	x	DOA/UNDP	JSB	Workshop	3,000

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EXPECTED OUTPUTS	PLANNED ACTIVITIES	Planned Budget by Year				RESPONSIBLE PARTY	PLANNED BUDGET		
		Q1	Q2	Q3	Q4		Funding Source	Budget Description	Amount
	locally produced environment-friendly charcoal, ensuring active participation and ownership by community members.								
	2.6 Provide technical and capacity-building support to strengthen adoption of clean-energy solutions	x	x	x	x	UNDP	JSB	Technical Support	37,000
	Sub-Total for Output 2								72,500
Output 3: *Gender marker:*	3.1 Facilitate formation of 2 cooperatives and micro-enterprises around clean cooking stove production, organic food produce, and soap-making.			x	X	DOA/UNDP	JSB	Workshop	12,000
	3.2 Train 70 women and 50 youth to produce soap using ash from environment-friendly charcoal.		x	x	x	DCD/UNDP	JSB	Training	7,000
	3.3 Deliver targeted training and capacity building to 40 women and 40 youth on entrepreneurship, business planning, and		x	x	x	DOA/UNDP	JSB	Training	6,000

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EXPECTED OUTPUTS	PLANNED ACTIVITIES	Planned Budget by Year				RESPONSIBLE PARTY	PLANNED BUDGET		
		Q1	Q2	Q3	Q4		Funding Source	Budget Description	Amount
	financial literacy, while facilitating access to information on regional trade opportunities under AfCFTA to support market readiness and cross-border enterprise development.								
	Sub-Total Output 3								**25,000**
Project Management	4.1 Staffing Project Manager	x	x	x	x	UNDP	JSB	Project Manager (IUNV)	30,000
	4.4 Communications	x	x	x	x	UNDP	JSB		3,573
	4.7Global monitoring, advocacy, and reporting	x	x	x	x	UNDP	JSB		8,389
	4.8 Delivery Enabling Services (DES/DPC)	x	x	x	X	UNDP	JSB		28,582
	Total programme budget	x	x	x	x	UNDP	JSB		427,820
General Management Support	General Management Support (8%)	x	x	x	X	UNDP	JSB		34,226
	Coordination Levy (1%)	x	x	x	X	UNDP	JSB		4,620

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EXPECTED OUTPUTS	PLANNED ACTIVITIES	Planned Budget by Year				RESPONSIBLE PARTY	PLANNED BUDGET		
		Q1	Q2	Q3	Q4		Funding Source	Budget Description	Amount
TOTAL									**466,666**

VIII. GOVERNANCE AND MANAGEMENT ARRANGEMENTS

The project will be governed through a multi-stakeholder structure that ensures strategic oversight, coordination, and strong beneficiary participation. A Project Steering Committee chaired by UNDP and composed of key government institutions, local authorities, civil society, and beneficiary representatives will meet at least annually to approve work plans, review progress, and provide strategic direction. A Project Technical Committee will convene quarterly to offer specialized technical review and ensure coherence across agriculture, energy, and community development interventions.

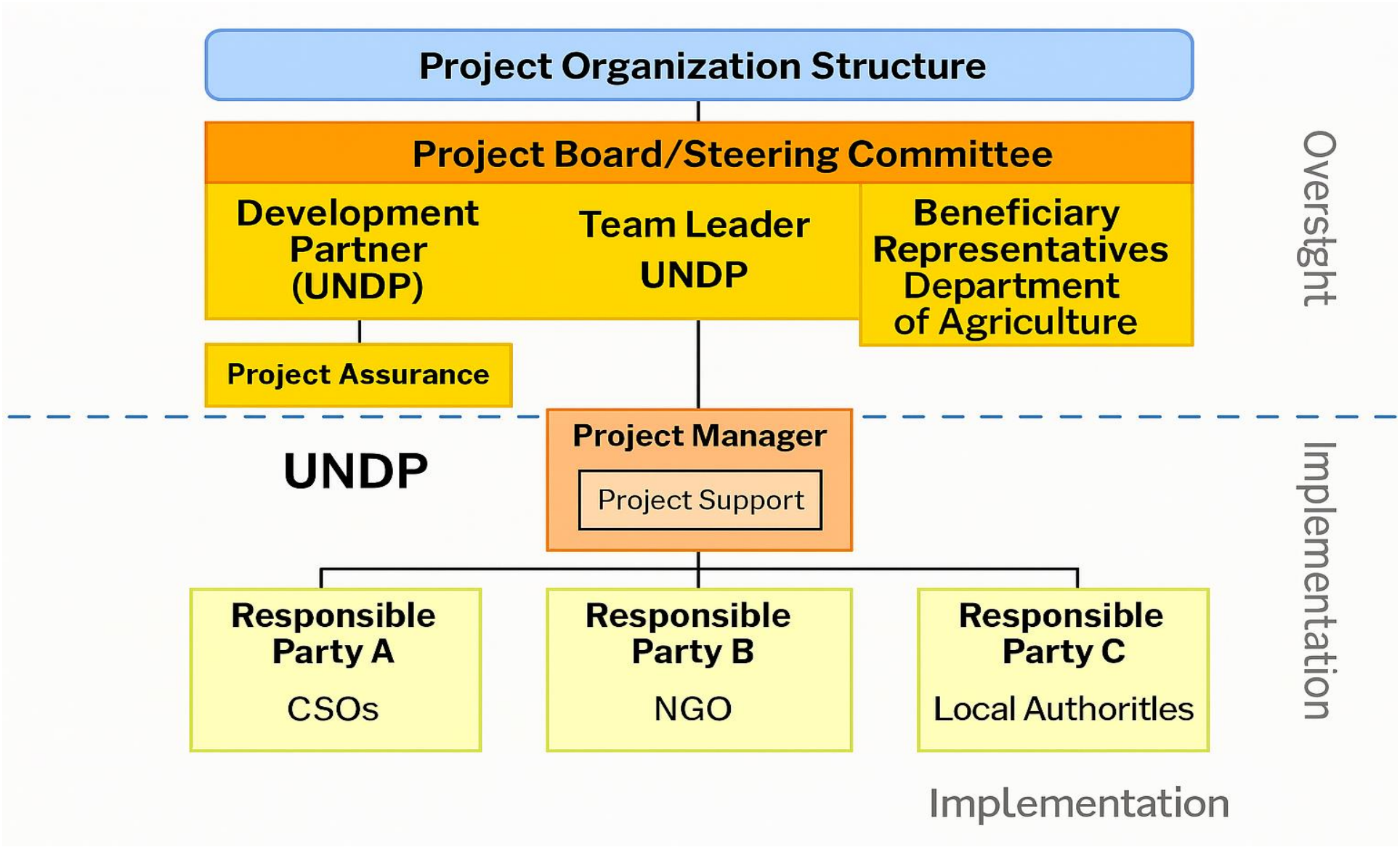
Day-to-day delivery will be led by a Project Management Unit within UNDP, with a Project Manager supported by administrative, M&E, and field staff. UNDP will also provide project assurance and extensive technical support, including guidance on climate resilience, clean energy solutions, community-based approaches, gender integration, safeguards compliance,

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procurement and financial management standards, and results-based monitoring. This support will enable partners to implement activities efficiently and in line with UNDP quality standards.

Target groups including women, youth, farmers, and community structures will participate through representation in governance bodies, regular consultations, and participatory monitoring processes, ensuring their priorities inform project decisions. The governance system will also foster coordination with related national and UNDP initiatives to maximize synergies, prevent duplication, and strengthen overall impact.

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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

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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

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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.

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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

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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.