United Nations Development Programme

# PROJECT DOCUMENT

## *[TOGO]*

**Project Title**: **Leveraging monitoring and predictive analytics for climate-adaptive agriculture in Togo to strengthen social cohesion and resilience of communities**
**Project Number:**
**Implementing Partner:** UNDP
**Start Date:** March 2026 **End Date:** March 2027 **PAC Meeting date:**


**Brief Description**

The agricultural sector plays a fundamental role in Togo's economy. In recent years, it has accounted for an average of 18% of GDP. By 2024, agriculture's direct contribution to the country's GDP is estimated at 18,04%. The agricultural sector employs around 31% of Togo's working population in 2022. The government of Togo is seeking to improve the monitoring of its land for better prediction of environmental dynamics, in order to maintain its agricultural strength and prevent the risk of natural disasters. This will be achieved by using of innovative satellite and geospatial data analysis technologies for agriculture, disasters and natural resources. Japan, which boasts some of the most advanced technological capabilities in the world, has developed unprecedented technology in the field of satellite and geospatial data analysis, particularly in agriculture and natural disaster forecasting. The use of Japanese technology in this field will undoubtedly yield convincing results. Within the framework of this project, a partnership has been established with the Japanese company Solafune Inc, which has this technology. Preliminary discussions have already taken place between Solafune Inc and the Government of Togo on the one hand, and between UNDP and Solafune Inc on the other, with a view to deploying this technology as soon as the project is approved.

The purpose of this project is to support government initiatives for sustainable development. In addition to enhancing community safety and resilience, it will give the government a digital solution that will enhance decision-making in areas such as disaster risk reduction, climate change adaptation, natural resource management, and food security. The project will thoroughly help to comprehend the current agricultural footprint, including early plant disease identification and soil quality. Forest dynamics and the effects of climate change, including droughts, floods, and other extreme weather events, could be thoroughly observed. As a result, better choices would be made about environmental management, conflict prevention, and conflict management based on environmental risk.

The project has 2 operational outcomes:

- **Outcome 1: Togo has a data-driven, climate-resilient agricultural system through integrated monitoring and predictive analytics**
- **Outcome 2: Women farmers in rural areas are more resilient to the effects of climate change and disaster risks and promote peace in their communities.**

| | | | |
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| Contributing Outcome (UNSDCF, CPD, RPD ): By 2026, institutions and communities will manage natural resources sustainably and be more resilient to the adverse effects of climate change and the risks of disasters-<br><br>Indicative Output(s) with gender marker[1]: 2 | **Total resources required:** | | $273 333 |
| | **Total resources allocated:** | | |
| | | **UNDP TRAC:** | |
| | | **Donor:** | $273 333 |
| | | **Government:** | |
| | | **In-Kind:** | |
| | **Unfunded:** | | |

Agreed by (signatures)[2]:

| Government | UNDP |
|---|---|
| Print Name: | Print Name: |
| Date: | Date: 30.01.2026 |




[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)

[2] Note: Adjust signatures as needed

## I. DEVELOPMENT CHALLENGE

The agricultural sector plays a fundamental role in Togo's economy. In recent years, it has accounted for an average of 18% of GDP. By 2024, agriculture's direct contribution to the country's GDP is estimated at 18,04%. The agricultural sector employs around 31% of Togo's working population in 2022. The country has 3.6 million hectares of arable land, representing 60% of its total land area, of which 41% is cultivated. The sector provides more than 20% of export earnings. 51.1% of the agricultural population in Togo is female. Women represent About 51.30% of the total population but receive only 10% of the monetary income from their agricultural work. Women are active in all agricultural value chains: production, processing, and marketing. They dominate the sectors of market gardening, food crop cultivation, and small-scale livestock farming. Togo is experiencing a severe food security crisis, with 33.25% of the population affected over the last five years — primarily in rural and northern regions. Climate change, displacement, and systemic poverty are converging to undermine agricultural productivity and household resilience. Regions like Plateaux and Savanes are particularly exposed to erratic rainfall, rising temperatures, and crop failure, threatening staple crops such as maize and soy. The agricultural sector of the country is increasingly vulnerable to climate variability, market shocks, and environmental degradation. Despite its central role in livelihoods and GDP, the sector lacks robust systems for early warning, adaptive planning, and risk mitigation. Agricultural fields often grow multiple crops within the same field. This poses significant challenges in crop identification because the signatures and time series of each crop are different in satellite imagery, and often imagery current available does not have sufficient spatial resolution to visually examine individual plants or leaves to make a determination of what crop exists in what field at which time.

Climate change is having a profound impact on women farmers in Togo, due to their heavy reliance on subsistence agriculture and limited access to adaptation resources. Prolonged droughts, floods, and irregular rainfall are jeopardizing food crops, which are the main source of income for women. In 2020, more than 6,900 hectares were destroyed by floods, affecting crops such as corn, rice, millet, and yams. The shifting seasons make it difficult to plan planting and harvesting, as expressed by a farmer in Bombouaka: "We don't even know when to start farming anymore." Fewer women have access to land, agricultural credit, or climate-smart technologies. They try to compensate for agricultural losses with additional income-generating activities, which are often informal and precarious. Agricultural losses directly affect their financial autonomy, exacerbating gender inequalities. This growing vulnerability strains social cohesion. When climate change increases competition for limited resources, it exacerbates existing social tensions and inequalities. Women, particularly those from marginalized groups, may be excluded from recovery planning or resource distribution, leading to feelings of injustice and division within communities.

In such a context, predictive analytics and real-time monitoring offer transformative potential to anticipate climate-induced risks, to optimize resource allocation, to strengthen food security and to inform policy and investment decisions. Using hyperspectral imagery which provides data in dozens to several hundreds of colors (bands in satellite image terminology) including visible and infrared light compared to normal imagery which only has 3 colors, red, green and blue, appears as the structural solution to overcome this issue. By having such a large amount of spectral information, it becomes possible to unmix the spectral signatures of mixed crop fields and identify individual crops and potentially even the fraction of each crop in a given field. By performing such analyses, it is possible to create a big picture of how much area is covered by each type of crop and to estimate the production at a regional or national scale

several months before harvest. Further, it makes it possible to detect crop diseases or other abnormalities when the spectral signature of the crop deviates from the expected baseline. Targeted field surveys would be used to calibrate and improve AI models designed for this purpose.

Considering the negative impacts of climate projections on yields and based on strengthened monitoring of climate dynamics and the availability of updated data, authorities and other development stakeholders (local actors, women, young people) will have the needed resources to formulate suitable adaptation strategies that integrates specific biophysical contexts with a prospect of strengthening stability and tackling vulnerabilities. Indeed, when women are included in climate resilience planning and decision-making, they often play a key role in fostering collaboration and peacebuilding. Therefore, addressing gender inequality in climate responses is essential not only for protecting women but also for strengthening community resilience and social cohesion in the face of environmental challenges.

Given the scope of the project and its impact on the country's development dynamic, the 12 months of implementation will constitute a pilot phase. In the meantime, the project will be included in the State of Togo's public investment program, to receive an annual allocation for the functioning and maintenance of the monitoring system.

The purpose of this project is to support government initiatives for sustainable development. In addition to enhancing community safety and resilience, it will give the government a digital solution that will enhance decision-making in areas such as disaster risk reduction, climate change adaptation, natural resource management, and food security. The project will thoroughly help to comprehend the current agricultural footprint, including early plant disease identification and soil quality. Forest dynamics and the effects of climate change, including droughts, floods, and other extreme weather events, could be thoroughly observed. As a result, better choices would be made about environmental management, conflict prevention, and conflict management based on environmental risk.

The government of Togo is seeking to improve the monitoring of its land for better prediction of environmental dynamics, in order to maintain its agricultural strength and prevent the risk of natural disasters. This will be achieved by using of innovative satellite and geospatial data analysis technologies for agriculture, disasters and natural resources. Japan, which boasts some of the most advanced technological capabilities in the world, has developed unprecedented technology in the field of satellite and geospatial data analysis, particularly in agriculture and natural disaster forecasting. The use of Japanese technology in this field will undoubtedly yield convincing results. Within the framework of this project, a partnership has been established with the Japanese company Solafune Inc, which has this technology. Preliminary discussions have already taken place between Solafune Inc and the Government of Togo on the one hand, and between UNDP and Solafune Inc on the other, with a view to deploying this technology as soon as the project is approved.

This project offers real partnership opportunities between Japan and Togo, and hence the whole of Africa. The technology developed by Solafune Inc, a Japanese company to improve the capacity of the Government of Togo to meet the specific needs of communities, particularly in the agricultural sector, and for better development planning, will be exempt from customs duties to facilitate their implementation.

This proposal offers real opportunities for knowledge sharing for the younger generation between Japan and Africa, in the fields of technology and culture. The transfer of technology will be accompanied by training in its use for stakeholders in Togo. The training will also provide an opportunity to share Japan's experience in sustainable agriculture and resilience to the risks and shocks of natural disasters.

The building of peaceful, secure and stable societies in developing countries, based on the rule of law, is a prerequisite for achieving "quality growth" in developing countries such as Togo. Japan has always pursued a peaceful and prosperous goal and has never ceased to work towards development cooperation. There is considerable potential in aligning impact funds with Japanese institutions to improve systems in Africa. This proposal is positioned as the pilot phase of a larger initiative to test new technologies and approaches to environmental management. It offers a real opportunity to create partnerships between the public and private sectors to develop innovative sustainable solutions, as the government and UNDP will collaborate with Solafune Inc, a Japanese private company.

This proposal remains relevant to support for women, peace and security. It aims to promote peace and strengthen cohesion in a context where the adverse effects of climate change on agricultural resources and food security could lead to violent conflict because of resource scarcity and persistent inequalities, in an already tense socio-political context and the spread of violent extremism in the country. The support to the women aimed at strengthening the involvement of women in natural resource management, to ensure greater equity and improve their socio-economic resilience, so that they can make a greater contribution to the socio-economic development of their localities and participate in local decision-making bodies.

## II. STRATEGY

The intervention strategy is framed within the portfolio approach, through the consolidation of key projects contributing to the same outcomes of the Country Programme Document (CPD 2024–2026), thereby making UNDP assistance more coherent in the areas of resilience building, social cohesion, and gender equality, while achieving economies of scale. This strategy also relies on strengthening the capacities of institutions and stakeholders, including civil society organizations, particularly those related to youth and women. The project will be implemented in synergy with the sectoral interventions of United Nations System (UNS) agencies outlined in the United Nations Sustainable Development Cooperation Framework (UNSDCF 2023–2026), as well as with those of other development partners, in order to avoid duplication of actions and optimize the use of resources. Particular emphasis will therefore be placed on the development and strengthening of strategic partnerships, as well as on resource mobilization with government institutions, UNS agencies, bilateral and multilateral partners, the private sector, and civil society. Capacity strengthening of national structures at both central and local levels will be carried out to ensure effective implementation and genuine ownership by the concerned structures and institutions.

Finally, the project will enable UNDP to highlight cross-cutting issues such as human rights, the promotion of gender equality, and capacity development as means to accelerate human development and facilitate the achievement of the SDGs, particularly SDGs 5, 10, and 16. The project will emphasize complementarity and synergy with other ongoing initiatives. By capitalizing on existing efforts, the programme aims to facilitate coherence among current interventions in the country supported by the United Nations Country Team (UNCT), and to develop synergies with democratic governance and institutional projects. The programme will work to strengthen the capacities of implementing partners, notably technical ministries and local authorities, and will take into account the technical assistance to be provided to these institutions and structures to enable them to have the means to carry out activities.

Lastly, an exit strategy will be defined from the outset of the project. Thus, with the support of implementing partners, the project will facilitate the establishment of a management, coordination, and monitoring mechanism to ensure sustainability and ownership of interventions, with active participation of implementing partners and beneficiaries, as well as their involvement in all stages of the project cycle. This participatory approach offers beneficiary structures the opportunity to effectively engage in analyzing their problems, identifying appropriate solutions, prioritizing them, and ensuring their implementation.

- Alignment with strategic and programmatic documents of Togo, UNDP, and partners.
- Developing a human rights–based approach by strengthening the capacities of rights holders and duty bearers to ensure the effectiveness (promotion, protection, and redress) of human rights in both their collective and individual dimensions. The protection and promotion of human rights constitute a cross-cutting outcome that will guide the overall planning and implementation of the project. Particular attention will be given to guaranteeing the rights of the most vulnerable groups, especially persons with disabilities, victims of terrorism, violent extremism, and sexual violence.
- Adopting a systemic approach. Agricultural development functions as an integrated system in which each institution/actor is a cog contributing to the sector's progress. It is the collective action of all actors, simultaneously and in perfect coordination, that ensures the performance of value chains. To use the data collected effectively and efficiently, capacity strengthening of actors is essential. Formal and informal actors in agricultural value chains will also be considered to provide a more coherent offer of mechanisms and ensure sector performance. Thus, actors who do not play an official or legal role in agricultural development but who, in practice, play a significant role must be taken into account. The systemic approach also entails strengthening social cohesion by supporting the socio-economic resilience of communities.

This approach, based on the logic of a coherent system, must facilitate exchange and transparency between the work of different agricultural sector actors and communities, as well as among technical and financial partners. During the implementation phase, specific synergies will be sought. This implies that the intervention will not support all actors in the same way, but will always maintain an overall perspective and take into account the impacts positive, negative, or neutral resulting from the action or inaction of all actors influencing dynamics within the agricultural sector.

- Capitalizing on opportunities and lessons learned. The project also builds on several opportunities:
  - The existence of strong political will to promote sustainable agriculture and gender equality while ensuring social cohesion and more resilient communities in the face of crises and shocks;
  - The Government Roadmap, which serves as the steering and reference framework for all development initiatives in Togo;
  - The existence of an institutional support mechanism for all initiatives to be implemented under the project, and the availability of human resources both in the public sector and civil society.

The implementation of the project will be based on the following principles:

- Gender mainstreaming. Gender aspects are cross-cutting across all project activities and objectives. As a guarantor of equality before the law, the framework and proper functioning of the rule of law at the national

level are key elements for implementing actions aimed at promoting gender equality. More specifically, the following aspects of the project will place gender at the center:

- Training and other capacity-building activities will integrate analysis of the national and international legal frameworks guaranteeing gender equality;
- The project's monitoring and evaluation system will require all indicators to be disaggregated by gender, with specific analyses on gender issues;
- Action Research (AR) will include data collection, research questions, and analyses specific to gender;
- Activities supporting and assisting actors involved in conflict resolution mechanisms will strive to promote gender equality and the participation and representation of women in these mechanisms. The project will rely on women's organizations to ensure strong involvement of this population group. All opportunities offered to women will be seized to strengthen awareness, capacities, and leadership.

- Innovation. In a rapidly changing world, it is essential to provide new responses and move beyond traditional approaches. UNDP has established the Accelerator Lab to promote a culture of innovation and inclusive, participatory development at national and community levels. This involves applying agile approaches used by software developers to the development field: fostering co-construction, relying on change agents, using experimentation, and adapting to contextual realities. Particular attention will be given to the computerization and digitalization of processes, especially through smartphones and tablets.

**Theory of Change (ToC)**

In a development context where the Republic of Togo is engaged in a dynamic toward emergence, and where strengthening trust between government and citizens is an essential condition for creating an enabling environment to achieve development objectives:

**IF** the authorities of Togo have a data-driven, climate-resilient agricultural system through integrated monitoring and predictive analytics, and

**IF** communities, particularly women farmers in rural areas in savannah region, benefit from support to become more resilient to the effects of climate change and disaster risks, while promoting peace in their communities,

**Then,** the government will have greater capacity to implement its initiatives for sustainable development and to enhance community safety and resilience.

**Because** the government will have a digital solution that enhances decision-making in areas such as disaster risk reduction, climate change adaptation, natural resource management, and food security;

**Because** the authorities and other actors will have the means to understand the current agricultural footprint, including early plant disease identification and soil quality;

**Because** the effects of climate change, including droughts, floods, and other extreme weather events, can be observed, enabling the government and local actors to make better choices regarding environmental management, conflict prevention, and conflict management based on environmental risk.

## III. RESULTS AND PARTNERSHIPS

### *Expected Results*

The purpose of this project is to support government initiatives for sustainable development. In addition to enhancing community safety and resilience, it will give the government a digital solution that will enhance decision-making in areas such as disaster risk reduction, climate change adaptation, natural resource management, and food security. The project will thoroughly help to comprehend the current agricultural footprint, including early plant disease identification and soil quality. Forest dynamics and the effects of climate change, including droughts, floods, and other extreme weather events, could be thoroughly observed. As a result, better choices would be made about environmental management, conflict prevention, and conflict management based on environmental risk.

**Result 1: Togo has a data-driven, climate-resilient agricultural system through integrated monitoring and predictive analytics**

Agriculture in Togo is the backbone of rural livelihoods and national food security, yet it faces increasing risks from climate change, soil degradation, and recurrent natural hazards. To safeguard productivity and resilience, the country requires a modern system that transforms raw data into actionable insights. By integrating monitoring tools with predictive analytics, Togo can anticipate risks, optimize resource use, and empower farmers with timely information. This result positions agriculture not only as a driver of growth but also as a resilient system capable of adapting to climate variability. The establishment of a comprehensive agricultural database is the cornerstone of this transformation. It ensures that every field, crop cycle, and hazard event is documented, creating a living archive of agricultural and climate dynamics. This database enables precision agriculture (Farmers receive tailored recommendations based on their specific field history), risk management (Authorities can identify vulnerable zones and anticipate climate shocks), policy innovation (Decision-makers gain evidence-based insights to design adaptive strategies for food security and resilience). By centralizing and harmonizing data, the database becomes a national asset for sustainable planning and inclusive growth.

**Output 1.1** A database of individual fields with details histories on fields, crops, agricultural production, natural hazards, climate change is set up

Activity 1.1.1 Collect high resolution and hyperspectral imagery data of 1000 sq km

Activity 1.2.2 Train, evaluate and deploy deep learning models

**Result 2 : Women farmers in rural areas are more resilient to the effects of climate change and disaster risks and promote peace in their communities.**

Women are at the heart of rural economies in Togo. They provide food security, sustain households, and nurture community ties. Yet, they are disproportionately affected by climate change and disaster risks due to limited access to resources, technology, and infrastructure. Strengthening their resilience is not only a matter of equity but also a strategic investment in stability and peace. When women farmers thrive, they reduce socio-economic vulnerability, mitigate conflict drivers, and foster inclusive development in their communities. The focus on equipping women with the tools and enabling environment to withstand shocks and adapt to changing conditions, is important. By enhancing their socio-economic resilience, women farmers can increase productivity and income, reducing poverty and dependence; diversify livelihoods, making households less vulnerable to climate and disaster risks, and strengthen leadership roles, positioning women as agents of peace and cohesion in their communities. Resilience here is not only about surviving crises but about transforming vulnerabilities into opportunities for empowerment and stability.

**Output 2.1** The socio-economic resilience of women is strengthened

Activity 2.1.1 Acquire agricultural equipment for women's and their cooperatives in rural areas to increase production and reduce socio-economic vulnerability.

Activity 2.1.2. Build or rehabilitate basic social infrastructures to strengthen social cohesion and resilience of women

***Resources Required to Achieve the Expected Results***

To achieve the expected results, the project will require significant human, material, and financial resources. On the human side, it will rely on the resources of the Programme d'Urgence de Renforcement de la Résilience et de la Sécurité des Communautés (PURS), the Ministry of Agriculture and the company Solafune, complemented by the project management team as well as technical expertise mobilized as needed, including from the technical services of partner ministries (Ministry of Digital Economy and Digital Transformation, Ministry of Territorial Administration, Decentralization and Territorial Development, Ministry of Social Action, Promotion of Women and Literacy). Technical staff from UNDP will also be involved. As for material and financial resources, these will be mobilized from partners.

***Partnerships***

The project will ensure the establishment of synergies with other UN system agencies (UNFPA, UNICEF, OHCHR, IOM, etc.). These may take the form of joint actions or the transfer of expertise between agencies. It will also work in consultation and complementarity with relevant programs and projects of Technical and Financial Partners (KfW, JICA, GIZ, EU, etc.). This will be carried out within existing or future coordination frameworks, as well as within the project steering committee. To ensure the quality of the intervention, the project will establish expertise-based partnerships with structures that have a comparative advantage.

***Risks and Assumptions***

| Risks | Probability (high, medium, low) | Severity of impact (high, medium, low) | Mitigation strategy (and person/unit responsible) |
|---|---|---|---|
| Volatile security environment | Medium | Medium | Experience to date shows that this change in the security situation is sporadic. The implementation teams already have considerable experience in implementing projects in the security context of Togo. |
| Security risks are still a reality in Togo and may hinder project implementation in certain regions. | High | Medium | The challenges identified and addressed in this project have been discussed in advance with government stakeholders, who have expressed their willingness to see these challenges addressed. The project will maintain dialogue with the government at the political and strategic levels. |
| Insufficient support for project interventions from government stakeholders | High | High | In addition, it is also planned that government partners will be part of the project's governance bodies. |

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|---|---|---|---|
| Support from government stakeholders will be crucial to the project's success. This requires strong political will and commitment, reflected in a government contribution to the project budget. | Medium | Medium | Revitalizing the frameworks for exchange with PTFs and their participation in the project's governance bodies would help mitigate the risks of duplication and promote the pooling of resources. |
| Lack of coordination among PTFs | Medium | High | As part of the process of developing this project, consultations were held with all national partners and beneficiaries of the interventions. |
| The lack of coordination among PTFs affects the effectiveness of support due to duplication of activities in the field and the persistence of unaddressed challenges. | Medium | Low | The project will be implemented in close collaboration with the beneficiaries. |

***Stakeholder Engagement***

A significant number of institutions, bodies, and actors are involved directly or indirectly in the implementation of the Project. For the development of the project's ToC, we have grouped these actors into the following categories:

- Actors in the agricultural sector: These are the bodies and services that play a direct and officially recognized role in the agricultural sector.
- Local authorities: This category includes actors who do not have a direct role in the agricultural sector but who, due to their other prerogatives and interventions, often play a role of influence, pressure, or de facto decision-making. This category includes a wide variety of actors: decentralized authorities (prefects, governors, mayors, etc.), religious leaders, and traditional authorities (canton chiefs, village chiefs, notables, etc.). Even though they are not actors in the agricultural sector, their involvement in project activities is essential to the goal of changing practices and improving collaboration between actors.
- The population comprises several levels:
    - Firstly, in the broad sense, it refers to the entire population living in Togo, as all citizens will benefit from the development of the agricultural sector and sustainable social cohesion.
    - Secondly, it refers to farmers, i.e., all those who cultivate land in the intervention areas.
- Direct beneficiaries and target groups:
    - The direct beneficiaries targeted by this project are the institutions responsible for ensuring the development of the agricultural sector at the central and local levels (Government of Togo (Ministry of Environment, Ministry of Agriculture, Ministry of Security and Civil Protection, Ministry of social action and women promotion).
    - 250 Women, 250 young people, and people with disabilities.

- The indirect beneficiaries are the populations in the project's areas of intervention, with a focus on vulnerable populations, women, and young people (minimum 2000 persons).

***South-South and Triangular Cooperation (SSC/TrC)***[3]

The project will ensure that best practices in agricultural development, resilience and social cohesion, and women's leadership that have been developed on the African continent and in the subregion in similar contexts are implemented in Togo. This can be achieved in several ways:

- When planning strategies, planners will be able to benefit from the experience gained during study trips to administrations in countries in the subregion in order to document the theories of change and intervention strategies to be implemented in Togo. This could be done in the context of institutional capacity building and gender equality;
- When recruiting expertise to conduct studies or training, experience in other countries in the subregion will be considered an asset;
- The project manager will have a responsibility in their terms of reference to document good practices experienced in similar contexts;
- Project stakeholders and beneficiaries will be encouraged to participate in international and regional meetings on the project's themes of intervention.
- The project will develop a network with UNS interventions in the areas of agricultural development, resilience, social cohesion, and gender equality, and will encourage staff exchanges.

***Digital Solutions***[4]

The government of Togo is seeking to improve the monitoring of its land for better prediction of environmental dynamics, in order to maintain its agricultural strength and prevent the risk of natural disasters. This will be achieved by using of innovative satellite and geospatial data analysis technologies for agriculture, disasters and natural resources. Japan, which boasts some of the most advanced technological capabilities in the world, has developed unprecedented technology in the field of satellite and geospatial data analysis, particularly in agriculture and natural disaster forecasting. The use of Japanese technology in this field will undoubtedly yield convincing results. Within the framework of this project, a partnership has been established with the Japanese company Solafune, which has this technology, will deploy this technology as soon as the project is approved.

***Knowledge***

Any process of change involves the commitment of a variety of actors, who bring with them a certain amount of knowledge and will acquire experience through practice. During the project, stakeholders will thus acquire a body of implicit knowledge (daily and repeated work practices, information gathering) that must be translated into explicit knowledge (formalized processes, best practices, collaboration mechanisms) in order to collect, structure, and share

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

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

knowledge. Developing a knowledge management and learning process within the project must ensure a certain degree of agility in the design and implementation of activities in order to take into account contextual factors and avoid standardized solutions that are not adapted to local realities (see activity on action research). But it is also a question of encouraging all stakeholders to take ownership of the change process and the tools to achieve it.

With this in mind, the project will develop:

- Programmatic activities aimed at developing and disseminating knowledge among stakeholders and women: action research and sharing of best practices during regional coordination activities;
- A capitalization plan, with the following objectives:
    - Capitalize: "Know where we come from and where we are in order to better know where we are going." This involves keeping records in order to avoid loss of information (at the end of the project) or the repetition of mistakes (learning from past experiences);
    - Share: "Move from individual intelligence to collective intelligence." This involves improving the collective performance of the project by disseminating know-how to all stakeholders;
    - Promote: This involves promoting the development and positioning of the project as a recognized source of expertise.
- Awareness-raising and training activities aimed at improving the knowledge of the general population, local authorities, and vulnerable populations.
- Knowledge management covers both external knowledge management, in order to promote the project's challenges and best practices to partners, decision-makers, and the public, and internal knowledge management, in order to support the sustainability and operational effectiveness of the intervention. The project will therefore develop and disseminate consultancy reports, capacity-building plans, and awareness-raising tools for the benefit of the population and administrative, religious, and traditional authorities. It will also ensure that annual results reports are produced, identifying the results achieved, the difficulties encountered, good practices, and recommendations. At the end of the project, capitalization sheets will be developed on the key results and will be widely disseminated to stakeholders, staff, and partners of other projects in the sector in other states in the subregion.

***Sustainability and Scaling Up***

The sustainability of the project is ensured by several approaches that were defined during the formulation process of this project:

- The capacity-building approach is envisaged with a view to creating, utilizing, and retaining capacities.
- The dual focus of the project (central and local) enables the project (I) to strengthen the local level and thus promote local ownership of the practices and results of the project's pilot initiatives, and (II) to strengthen the central level and thus promote the amplification of the results obtained in the intervention areas in the targeted territories by scaling up the good practices that will be developed during the project.
- The establishment of several consultation frameworks promoting the creation of links between the various actors and the implementation of cooperation mechanisms (information exchange) that will ensure the dissemination of good practices.

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

***Cost Efficiency and Effectiveness***

In line with lessons learned from previous interventions, the project was developed based on the following guiding principles:

- The proposed theory of change is based on a systemic approach, as other interventions have shown that focusing on a single actor does not lead to structural results or sustainable improvement. If one element of the chain functions better, it will create a bottleneck and put pressure on another element of the chain, without any positive effect on the overall functioning of the chain. In this case, no improvement will be visible for communities and women (zero effect), and there will be a risk of exacerbating frustration and competition between actors (negative effect). To avoid this pitfall, the project will therefore focus on a limited geographical area in the savannah region, but will target all actors in the agricultural sector, local authorities, and the population.
- Rather than providing gender-focused products, the project is developing a cross-cutting approach where gender aspects will be integrated into the programming of all activities, while ensuring particular attention is paid to the participation of women and the consideration of equality and specific gender-related needs.
- In order to ensure greater aid effectiveness, the project will apply the principles of the Paris Declaration by supporting sectoral coordination that will ensure ownership of strategies and plans by beneficiaries, alignment of PTFs with these strategies and plans, harmonization of donor procedures, results-based management, and mutual accountability.
- In order to avoid clientelist practices when identifying partners for capacity-building sessions, a representative sample of staff from the targeted institutions will be trained in accordance with capacity-building plans and human resources strategies, while taking into account the importance of strengthening women's participation. Similarly, support in the form of equipment or materials will always be provided with a view to improving performance and will be governed by management and monitoring procedures.
- Through the governance bodies, UNDP management will be informed of progress and challenges in project implementation through guidance and advocacy notes and coordination mechanisms with partners. Ongoing strategic dialogue with the authorities and PTFs will be ensured in order to mitigate risks that could prevent the theory of change from being realized.
- The project will have an expert in charge of monitoring and evaluation to ensure that all actions carried out are focused on achieving results that will in turn contribute to change. Particular attention will be paid to clear communication (internal and external).

***Project Management***

The project will be implemented by the UNDP, which, due to its mandate as a United Nations agency, will be able to secure all necessary partnerships, authorizations, and facilities, and will coordinate the various partners. To this end, an annual implementation report will be prepared by the project team and submitted to the steering committee.

A clear work plan will be established. The UNDP will be responsible for ensuring effective coordination with similar ongoing projects through the various mechanisms, namely the Steering Committee (SC), the Technical Committee (TC), and the management team.

## V. RESULTS FRAMEWORK[5]

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| **Intended Outcome as stated in the UNSDCF/Country [or Regional] Programme Results and Resource Framework:** By 2026, institutions and communities will manage natural resources sustainably and be more resilient to the adverse effects of climate change and the risks of disasters. |
| **Outcome indicators as stated in the Country Programme [or Regional] Results and Resources Framework, including baseline and targets:**<br>Share of land conserved for biodiversity protection Baseline (2021): 7.9% Target: 8.30<br>Quantity of greenhouse gases (GHG) reduced Baseline (2020): 7990Gg CO2- eq Target: 12421.935<br>Forest cover rate Baseline (2020): 24.24% Target: 25.10% |
| **Applicable Output(s) from the UNDP Strategic Plan:** |
| **Project title and Quantum Project Number:** Leveraging monitoring and predictive analytics for climate-adaptive agriculture in Togo to strengthen social cohesion and resilience of communities |

| EXPECTED OUTPUTS | OUTPUT INDICATORS[6] | DATA SOURCE | BASELINE | | TARGETS (by frequency of data collection) | | | DATA COLLECTION METHODS & RISKS |
|---|---|---|---|---|---|---|---|---|
| | | | Value | Year | Year 1 | [redacted] | FINAL | |
| **Output 1.1** *A database of individual fields with details histories on fields, crops, agricultural production, natural hazards, climate change is set up* | ***1.1.1** Number of database of individual fields set up and use by authorities to make decisions* | *Report of the Ministry of Agriculture or PURS* | 0 | 2025 | *01* | | *01* | *Consult reports and hold technical meetings with officials from the Department of Agriculture*<br>*Reports unavailable* |
| | *1.2.2 Number of people trained who use the training outcomes for the benefit of communities* | *Report of Solafune* | 0 | 2025 | *At least 10* | | *At least 10* | *Consult report of Solafune* |
| **Output 2.1** The socio-economic resilience of | ***2.1.1** Number of beneficiary women supported who have seen their living conditions change or their incomes increase* | *Report of the local authorities* | 00 | 2025 | *At least 100* | | *At least 100* | *Consult reports and hold technical meetings with local government officials*<br>*Reports unavailable* |

[5] 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.

[6] 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.

| EXPECTED OUTPUTS | OUTPUT INDICATORS[6] | DATA SOURCE | BASELINE | | TARGETS (by frequency of data collection) | | | DATA COLLECTION METHODS & RISKS |
|---|---|---|---|---|---|---|---|---|
| | | | Value | Year | Year 1 | [redacted] | FINAL | |
| women is strengthened | *2.1.2. Number of people, disaggregated by sex, with access to basic social infrastructure built or rehabilitated under the project* | *Reports of the local authorities or the PURS* | 0 | 2025 | *At least 500 including 250 women and 250 youth* | | *At least 500 including 250 women and 250 youth* | *Consult reports of local government Reports unavailable* |

*Please note that the target value may be subject to slight adjustment after the project commences to ensure achievement of the intended outcomes.

## VI. MONITORING AND EVALUATION

**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 | Slower than expected progress will be addressed by project management. | | 1000 USD |
| **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. | | 10500 USD |
| **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 the end | Relevant lessons are captured by the project team and used to inform management decisions. | | 1000 USD |
| **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. | At the end | Areas of strength and weakness will be reviewed by project management and used to inform decisions to improve project performance. | | 0 USD |
| **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. | At the end of the project (final report) | Submission of the Final Narrative Report (FNR) within three (3) months and the Final Financial Report (FFR) within one (1) year of project completion | | 0 USD |
| **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 | 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. | | 0 USD |

| Monitoring Activity | Purpose | Frequency | Expected Action | Partners (if joint) | Cost (if any) |
|---|---|---|---|---|---|
| | socialize project results and lessons learned with relevant audiences. | | | | |

**Evaluation Plan**[7]

| Evaluation Title | Partners (if joint) | Related Strategic Plan Output | UNSDCF/CPD Outcome | Planned Completion Date | Key Evaluation Stakeholders | Cost and Source of Funding |
|---|---|---|---|---|---|---|
| Final Evaluation | | | Outcome 4 | 31st March 2027 | Ministry of Agriculture<br>PURS<br>Local government<br>Beneficiaries | 7500 USD |

[7] Optional, if needed

## VII. MULTI-YEAR WORK PLAN [89]

| EXPECTED OUTPUTS | PLANNED ACTIVITIES | Planned Budget by Year | | | | RESPONSIBLE PARTY | PLANNED BUDGET | | |
|---|---|---|---|---|---|---|---|---|---|
| | | Q1 | Q2 | Q3 | Q4 | | Funding Source | Budget Description | Amount |
| **Outcome 1: Togo has a data-driven, climate-resilient agricultural system through integrated monitoring and predictive analytics** | | | | | | | | | |
| **Output 1.1: A database of individual fields with details histories on fields, crops, agricultural production, natural hazards, climate change, is set up**<br>*Gender marker: 2* | Activity 1.1.1 Collect high resolution periodically (each month during 12 months) and hyperspectral imagery data of 1000 sq km | ● | ● | ● | ● | Solafune | Japan | Consultancy | 70 000,00 |
| | Activity 1.1.2 Train, evaluate and deploy deep learning models | ● | ● | ● | ● | Solafune | Japan | Workshop | 20 000,00 |
| | **Sub-Total for Output 1.1** | | | | | | | | **90 000,00** |
| **Outcome 2: Women farmers in rural areas are more resilient to the effects of climate change and disaster risks, and promote peace in their communities** | | | | | | | | | |
| **Output 2.1 : The socio-economic resilience of communities is strengthened**<br>*Gender marker: 2* | 2.1.1 Activity Acquire agricultural equipment for women's and their cooperatives in rural areas to increase production and reduce economic vulnerability | ● | ● | | | UNDP | Japan | Equipment | 45 754,72 |
| | 2.1.2 Activity Rehabilitate basic social infrastructures to strengthen social cohesion and resilience of women | ● | ● | ● | | UNDP | Japan | Rehabilitation | 70 912,89 |
| | **Sub-Total for Output 2** | | | | | | | | **116 667,61** |
| **Project management** | Project team | ● | ● | ● | ● | UNDP | Japan | | 17 500,00 |
| | Programmatic Support oversight | ● | ● | ● | ● | UNDP | Japan | | 8 500,00 |
| | IT and office equipment | ● | | | | UNDP | Japan | | 1 500,00 |
| | Global monotoring, advocacy, and reporting | ● | ● | ● | ● | UNDP | Japan | | 4913,00 |
| | Contribution to common expenses and services | ● | ● | ● | ● | UNDP | Japan | | 1 999,95 |
| | **Sub-Total for Project management** | | | | | | | | **34 412,95** |
| **Evaluation** | EVALUATION | | | | ● | UNDP | Japan | | 7 500,00 |
| **Communication** | Communication and visibility | ● | ● | ● | ● | UNDP | Japan | | 2 000,00 |
| **Total programmable cost** | | | | | | | | | **250 580,56** |
| **General Management Support (8%)** | | | | | | UNDP | Japan | | 20 046,44 |
| **Coordination Levy (1%)** | | | | | | UNDP | Japan | | 2 706,00 |
| **TOTAL** | | | | | | | | | **273 333,00** |

[8] 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

[9] 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.

## VIII. GOVERNANCE AND MANAGEMENT ARRANGEMENTS

The project will be undertaken using UNDP's Direct Implementation Modality (DIM). The DIM modality requires that all project activities be directly implemented by the project in accordance with UNDP's relevant rules, regulations, and procedures. As detailed below under the section on Governance and Management Arrangements, the Steering Committee (SC) will provide strategic guidance and oversight to the project, while quality assurance, technical discussions, and recommended priorities will be provided by the Technical Committee (TC). The composition of these committees, including government and other identified stakeholders, ensures that the project is aligned with and responsive to national priorities.

**The Steering Committee**

The Steering Committee (SC) is responsible for defining the strategic orientations of the project and overseeing its implementation. Its specific functions are to review and propose recommendations on technical and financial reports, make decisions on major issues related to the project, and validate the final report.

The SC is composed of a representative from the PURS, a representative of the UNDP Resident Representative, the Programme d'Urgence de renforcement de la securité et de la resilience des communautés (PURS) and project partners and beneficiaries. It may also be expanded to include other partners working on themes addressed by the project whose actions may be complementary.

Chaired by the General Coordinator of the PURS or his representative, the SC will meet once a year, notably before the start of the project to validate the project document through the Local Project Appraisal Committee (LPAC) and make adjustments if necessary; and at the end of the project to validate the final evaluation report and the final implementation report.

**The Technical Committee**

The role of the Technical Committee is to ensure that the project remains consistent with its objectives throughout implementation. It will oversee inter-organizational partnerships and help resolve bottlenecks that could hinder project execution, with the aim of ensuring successful completion.

It is composed of experts from implementing partners, partner organizations, involved ministries, and civil society organizations. It will work in close cooperation with the UNDP Project Team to ensure the preparation and implementation of activities. Meetings will be held once every three months, with UNDP providing the secretariat. Participation in Technical Committee meetings will be expanded as needed to include other projects, programs, or organizations whose actions are linked to the project.

**The Project Team**

The project has national coverage. Day-to-day management is ensured by a project team under the supervision of UNDP's Sustainable Development Team Leader. It is composed of a Coordinator who, given the project's requirements, will be supported by a Programme Analyst. This team may be reinforced by additional staff if needed.

These human resources will support UNDP staff mobilized for project execution (Programme Specialist, M&E, Programme Associate, Communications Expert, who are not directly remunerated under the project, as well as focal points from the PURS and the Ministry of Agriculture, who are likewise not directly remunerated under the project for their contributions. However, they will receive daily subsistence allowances for missions outside Lomé carried out within the framework of project implementation.

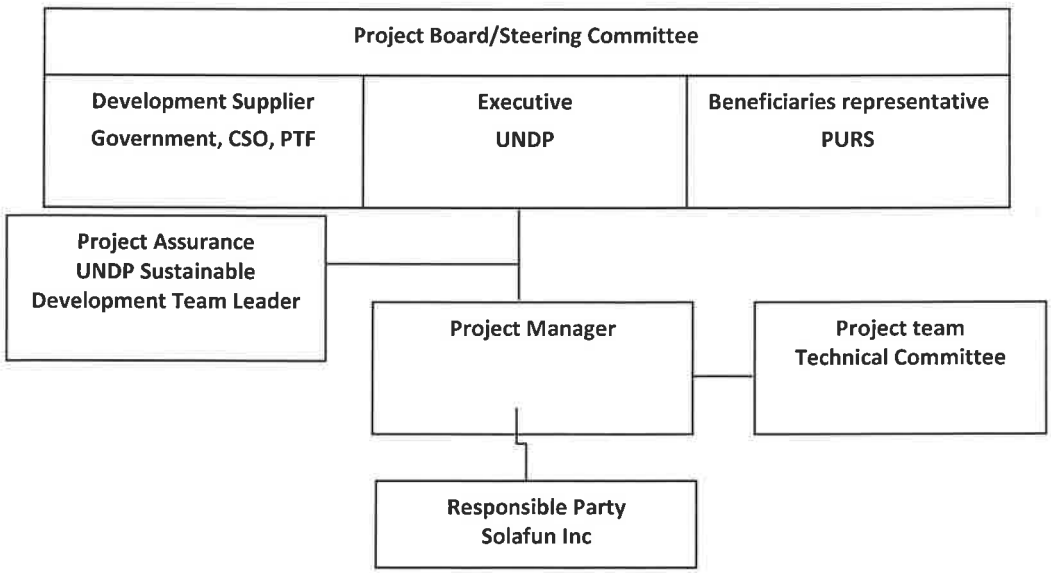
Delivery Enable (DES) will be charged to the project budget by the UNDP Country Office based on available workload surveys, in accordance with UNDP's financial regulations, rules, procedures, and guidelines on cost recovery.

**Mandate of the Project Team**

The team is mandated to manage the project's daily operations on behalf of the Steering Committee within the limits set by it. Its main responsibility is to ensure that the project delivers the results specified in the project document with the required quality, within the time and cost constraints.

Its specific tasks include:

- Administering the delivery of expected outputs through activity implementation.
- Planning project activities and monitoring progress toward results in line with initial quality criteria.
- Preparing tools and resources necessary for activities, including drafting Terms of Reference and acquisition/work specifications.
- Managing requests for fund disbursement from UNDP, including cash advances, direct payments, or reimbursements of unused advances, using standard tools developed for this purpose.
- Monitoring project financial resources and accounting to ensure the accuracy of financial reports.
- Tracking project achievements in compliance with standards and the established schedule.
- Preparing project progress reports for submission to the Steering Committee.
- Preparing the final project review report for consideration by the Steering Committee.
- Making proposals to ensure follow-up of project achievements.
- Contributing to joint actions with technical and financial partners, as well as to discussions and exchanges with national counterparts and other partners on themes addressed by the project.



## 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 Togo and UNDP, signed on 21st march 1977. 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.

## X. 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][10] [UNDP funds received pursuant to the Project Document][11] 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.

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

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

5. In the implementation of the activities under this Project Document, UNDP as the Implementing Partner will handle any sexual exploitation and abuse ("SEA") and sexual harassment ("SH") allegations in accordance with its regulations, rules, policies and procedures.

6. All signatories to the Project Document shall cooperate in good faith with any exercise to evaluate any programme or project-related commitments or compliance with the UNDP Social and Environmental Standards. This includes providing access to project sites, relevant personnel, information, and documentation.

7. UNDP as the Implementing Partner will ensure that the following obligations are binding on each responsible party, subcontractor, and sub-recipient:

a. Consistent with the Article III of the SBAA *[or the Supplemental Provisions to the Project Document]*, the responsibility for the safety and security of each responsible party, subcontractor and sub-recipient and its personnel and property, and of UNDP's property in such responsible party's, subcontractor's and sub-recipient's custody, rests with such responsible party, subcontractor and sub-recipient. To this end, each responsible party, subcontractor and sub-recipient shall:
   i. put in place an appropriate security plan and maintain the security plan, taking into account the security situation in the country where the project is being carried;
   ii. assume all risks and liabilities related to such responsible party's, subcontractor's and sub-recipient's security, and the full implementation of the security plan.

b. UNDP reserves the right to verify whether such a plan is in place, and to suggest modifications to the plan when necessary. Failure to maintain and implement an appropriate security plan as required hereunder shall be deemed a breach of the responsible party's, subcontractor's and sub-recipient's obligations under this Project Document.

c. Each responsible party, subcontractor and sub-recipient (each a "sub-party" and together "sub-parties") acknowledges and agrees that UNDP will not tolerate sexual harassment and sexual exploitation and abuse of anyone by the sub-parties, and other entities involved in Project implementation, either as contractors or subcontractors and their personnel, and any individuals performing services for them under the Project Document.

   (a) In the implementation of the activities under this Project Document, each sub-party shall comply with the standards of conduct set forth in the Secretary General's Bulletin ST/SGB/2003/13 of 9 October 2003, concerning "Special measures for protection from sexual exploitation and sexual abuse" ("SEA").

   (b) Moreover, and without limitation to the application of other regulations, rules, policies and procedures bearing upon the performance of the activities under this Project Document, in the implementation of activities, each sub-party, shall not engage in any form of sexual harassment ("SH"). SH is defined as any unwelcome conduct of a sexual nature that might reasonably be expected or be perceived to cause offense or humiliation, when such conduct interferes with work, is made a condition of employment or creates an intimidating, hostile or offensive work environment. SH may occur in the workplace or in connection with work. While typically involving a pattern of conduct, SH may take the form of a single incident. In assessing the

reasonableness of expectations or perceptions, the perspective of the person who is the target of the conduct shall be considered.

d. In the performance of the activities under this Project Document, each sub-party shall (with respect to its own activities), and shall require from its sub-parties (with respect to their activities) that they, have minimum standards and procedures in place, or a plan to develop and/or improve such standards and procedures in order to be able to take effective preventive and investigative action. These should include: policies on sexual harassment and sexual exploitation and abuse; policies on whistleblowing/protection against retaliation; and complaints, disciplinary and investigative mechanisms. In line with this, sub-parties will and will require that their respective sub-parties will take all appropriate measures to:

(i) Prevent its employees, agents or any other persons engaged to perform any services under this Project Document, from engaging in SH or SEA;

(ii) Offer employees and associated personnel training on prevention and response to SH and SEA, where sub-parties have not put in place its own training regarding the prevention of SH and SEA, sub-parties may use the training material available at UNDP;

(iii) Report and monitor allegations of SH and SEA of which any of the sub-parties have been informed or have otherwise become aware, and status thereof;

(iv) Refer victims/survivors of SH and SEA to safe and confidential victim assistance; and

(v) Promptly and confidentially record and investigate any allegations credible enough to warrant an investigation of SH or SEA. Each sub-party shall advise UNDP of any such allegations received and investigations being conducted by itself or any of its sub-parties with respect to their activities under the Project Document, and shall keep UNDP informed during the investigation by it or any of such sub-parties, to the extent that such notification (i) does not jeopardize the conduct of the investigation, including but not limited to the safety or security of persons, and/or (ii) is not in contravention of any laws applicable to it. Following the investigation, the relevant sub-party shall advise UNDP of any actions taken by it or any of the other entities further to the investigation.

e. Each sub-party shall establish that it has complied with the foregoing, to the satisfaction of UNDP, when requested by UNDP or any party acting on its behalf to provide such confirmation. Failure of the relevant sub-party to comply of the foregoing, as determined by UNDP, shall be considered grounds for suspension or termination of the Project.

f. Each responsible party, subcontractor and sub-recipient will ensure that any project activities undertaken by them will be implemented in a manner consistent with the UNDP Social and Environmental Standards and shall ensure that any incidents or issues of non-compliance shall be reported to UNDP in accordance with UNDP Social and Environmental Standards.

g. Each responsible party, subcontractor and sub-recipient will take appropriate steps to prevent misuse of funds, fraud, corruption or other financial irregularities, by its officials, consultants, subcontractors and sub-recipients in implementing the project or programme or using the UNDP funds. It will ensure that its financial management, anti-corruption, anti-fraud and anti money laundering and countering the financing of terrorism policies are in place and enforced for all funding received from or through UNDP.

h. The requirements of the following documents, then in force at the time of signature of the Project Document, apply to each responsible party, subcontractor and sub-recipient: (a) UNDP Policy on Fraud and other Corrupt Practices (b) UNDP Anti-Money Laundering and Countering the Financing of Terrorism Policy; and (c) UNDP Office of Audit and Investigations Investigation Guidelines. Each responsible party, subcontractor and sub-recipient agrees to the requirements of the above documents, which are an integral part of this Project Document and are available online at www.undp.org.

i. In the event that an investigation is required, UNDP will conduct investigations relating to any aspect of UNDP programmes and projects. Each responsible party, subcontractor and sub-recipient will provide its full cooperation, including making available personnel, relevant documentation, and granting access to its (and its consultants', subcontractors' and sub-recipients') premises, for such purposes at reasonable times and on reasonable conditions as may be required for the purpose of an investigation. Should there be a limitation in meeting this obligation, UNDP shall consult with it to find a solution.

j. Each responsible party, subcontractor and sub-recipient will promptly inform UNDP as the Implementing Partner in case of any incidence of inappropriate use of funds, or credible allegation of fraud, corruption other financial irregularities with due confidentiality.

Where it becomes aware that a UNDP project or activity, in whole or in part, is the focus of investigation for alleged fraud/corruption, each responsible party, subcontractor and sub-recipient will inform the UNDP Resident Representative/Head of Office, who will promptly inform UNDP's Office of Audit and Investigations (OAI). It will provide regular updates to the head of UNDP in the country and OAI of the status of, and actions relating to, such investigation.

*k.* 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.

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.

## XI. 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.