



**Joint Programme Document and Fund Transfer Request**  
- Template -

**Development Emergency Modality – Response to the Global Crisis on Food, Energy, Finance**

**Eligibility Check**

Does the proposal address one or more of the following sectors affected by the global crisis? Select all relevant sectors.	<input checked="" type="checkbox"/> Food <input checked="" type="checkbox"/> Energy <input checked="" type="checkbox"/> Finance
What are the areas of intervention that will be implemented by this proposal? Select all relevant intervention areas.	<input type="checkbox"/> Data collection/analytics <input type="checkbox"/> Analysis and forecasting <input type="checkbox"/> Help devise comprehensive preventative package of response measures <input type="checkbox"/> Testing / catalysing new integrated policies, financing solutions, programmes
Is the proposal developed under the RC leadership to mobilize the UNCT to effectively and efficiency respond to the crisis?	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Does the proposal contribute to results in the UNSDCFs?	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Is the proposal building on and topping up an existing joint programme supported by the Joint SDG Fund?	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No <i>(If yes, please follow the specific guidance as per communications from the Secretariat)</i>

**Cover-page**

**MPTFO Project Reference Number**      *(Leave blank, for automatic population in Atlas)*

**Country**      Timor-Leste

<b>Region</b>	Asia and the Pacific
<b>Joint programme title:</b>	<b>Entrepreneurship, Energy, Empowerment for Women (3E4Women)</b>
Outcomes(s): <verbatim from CF>	<b>UNSDCF Outcome 2:</b> By 2025, institutions and people throughout Timor-Leste in all their diversity, especially women and youth, benefit from sustainable economic opportunities and decent work to reduce poverty.
Duration:	Maximum 6 months, no later than 31 December 2022
Anticipated start and end dates:	<b>07/2022 to 12/2022</b> (for Top-ups, extensions to no later than 31 December 2022)
<b>Short description</b>	This project focuses on enhancing the capacity of women entrepreneurs engaged in food-related businesses to mitigate the impacts of increasing fuel prices and overall inflation on their operations, have access to finance, and to improve business plans to scale up their enterprises for increased food production. Hence, it addresses issues of food production, energy, and finance for women-owned small and micro-enterprises in Timor-Leste.
Resident Coordinator	Hemansu Roy Trivedy; email: <a href="mailto:hemansu.trivedy@un.org">hemansu.trivedy@un.org</a>
UN Joint Program RCO focal point	Riccardo Mesiano, <a href="mailto:mesiano@un.org">mesiano@un.org</a> , Head of the RCO
PUNO Lead agency JP Focal point	UNDP, Lazima Onta Bhatta; <a href="mailto:lazima.ontabhatta@undp.org">lazima.ontabhatta@undp.org</a>
Other PUNOs JP focal point	UN Women, Nuntana Tangwinit; <a href="mailto:nuntana.tangwinit@unwomen.org">nuntana.tangwinit@unwomen.org</a>
	WFP, Antonia Suryany; <a href="mailto:antonia.suryany@wfp.org">antonia.suryany@wfp.org</a>
<b>Total budget:</b>	USD297,500
<b>Source of funds:</b>	
• UN Joint SDG Fund	USD 267,500 (including 7% GMS)
• PUNO 1 (UNDP)	In-kind
• PUNO 2 (UN Women)	USD 30,000
• Other sources -WFP	In-kind

**SDG Targets directly addressed by the Joint Programme**

SDG targets:

**SDG 2: End hunger, achieve food security and improved nutrition and promote sustainable agriculture**

- Target 2.3: By 2030, double the agricultural productivity and incomes of small-scale food producers, in particular women, indigenous peoples, family farmers, pastoralists and fishers, including through secure and equal access to land, other productive resources and inputs, knowledge, financial services, markets and opportunities for value addition and non-farm employment

**SDG 5: Achieve gender equality and empower all women and girls**

- SDG Target 5.a Undertake reforms to give women equal rights to economic resources, as well as access to ownership and control over land and other forms of property, financial services, inheritance and natural resources, in accordance with national laws.

**SDG 7: Ensure access to affordable, reliable, sustainable and modern energy for all**

- SDG Target 7.1: By 2030, ensure universal access to affordable, reliable and modern energy services

**SDG 8: Promote sustained, inclusive, and sustainable economic growth, full and productive employment and decent work for all.**

- SDG Target 8.3 Promote development-oriented policies that support productive activities, decent job creation, entrepreneurship, creativity and innovation, and encourage the formalization and growth of micro-, small- and medium-sized enterprises, including through access to financial services.

**Gender Marker**

Select only one from the options below

- GEN3: Have gender equality/women empowerment as the primary or principal objective.
- GEN2: Make a significant contribution to gender equality/women empowerment.
- GEN1: Make a limited contribution to gender equality/women empowerment
- GEN0: Make no contribution to gender equality/women empowerment

## JOINT PROGRAM DESCRIPTION

### Situation Analysis and Context

The COVID-19 pandemic has created ripple effects to global and local food security, and the war between Russia and Ukraine adds further challenge and arouses greater food security concerns, with reduced production, rising food and energy price and disrupted food supply chains.

Russia and Ukraine have been playing a significant role in global food production and supply. Russia is the world's largest exporter of wheat, and Ukraine is the 5th largest. Russia and Ukraine provide 14% of wheat, and 4% of maize, and they take up around one-third of global cereal exports. Russia and Ukraine are Indonesia's top suppliers of wheat, which are key ingredients of noodle, flour, and bread. As Indonesia is Timor-Leste's major wheat importer, the war will likely upset supply-demand balance in the local market. For Timor-Leste as a food deficit and import dependent country, price for major grain will increase in anticipation of the continuous conflict. In May 2022, the national average price of wheat in Timor-Leste was 3 percent higher than two months ago and 5 percent higher than May 2021<sup>1</sup>. The price of imported rice in June 2022 remains 5 percent higher than three-year average<sup>2</sup>. In addition, despite the lifting of the export ban on vegetable oil by Indonesia during the third week of May, which has brought some relief, average prices have remained elevated. Observed at USD 2.60 per kilogram (kg), which is 36 percent higher than the previous month and more than double from a year ago. The annual inflation in Timor-Leste edged up by 6.6 percent in April 2022, which is the highest in the recent decade, mainly due to an increase in the food component of the Consumer Price Index<sup>3</sup>.

As a result of the pressing food security needs, the local communities are likely to adopt different coping strategies. The population living in poverty and the most vulnerable groups including women and girls are very often disproportionately affected by the multisectoral and compounded impact of some harmful coping strategies - reduced food intake, malnutrition, and limited household resources available for education and healthcare, aggregated violence due to increased stress, and even increase in forced and early marriage<sup>4</sup>.

Agriculture is one of the major sources of income in Timor-Leste, with over half of the population engaged in subsistence agriculture<sup>5</sup>, particularly 80 percent of poor households living in rural area. Women make up 42.6 percent of labour force in agriculture, forestry and fishing, but 76 percent of businesses and farms are owned by men<sup>6</sup>. From the data available in Timor-Leste, in terms of women-owned Micro, Small, and Medium

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<sup>1</sup> World Food Programme Timor-Leste. (May 2022). Market Monitor Report: Food Security Analysis.

<sup>2</sup> World Food Programme Timor-Leste. (June 2022). Market Monitor Report: Food Security Analysis.

<sup>3</sup> The United Nations Timor-Leste. (2022). A time to rethink food policy in Timor-Leste.

<sup>4</sup> UN Women. (2022). Rapid Gender Analysis of Ukraine.

<sup>5</sup> The Government of Timor-Leste, World Bank Group & The United Nations Timor-Leste. (2021). Timor-Leste Post Disaster Needs Assessment (PDNA).

<sup>6</sup> Ibid.

Enterprises (MSMEs) in food industry, there are around 200 agriculture food suppliers, 50 restaurants and food production businesses, 30 home-based catering provider and many street food stores which are mostly unregistered<sup>7</sup>.

The food-related MSMEs owned or managed by women often encounter greater challenges and constraints, which include restricted access to markets, lack of transportation, limited access to productive resources and finance (less than 1 percent of agricultural households have access to credit<sup>8</sup>). The Central Bank of Timor-Leste adopted the National Strategy on Financial Inclusion 2017-2022, which launched the Small and Medium Business Credit Guarantee System to enable entrepreneurs to have increased access to credit. However, the rate of applying for credits and obtaining loans remains alarmingly low in general in Timor-Leste. A survey found that 10% of the MSMEs which were interviewed reported that it was too difficult to apply credit<sup>9</sup>. There are gender disparities of land ownership and women have limited access to land and property due to traditional and patriarchal practices, and only about 20% of women in Timor-Leste own land<sup>10</sup>. Financial illiteracy, lack of information and support, and lack of land titles<sup>11</sup> are major obstacles preventing women from accessing credit and financial services. The urgent interventions should aim to strengthen capacity of women-owned or women-managed MSMEs in food industry to access credit and financial services to sustain their businesses even during the emergency crises. Additionally, further disaggregated data collection and comprehensive needs assessment of is of critical importance to inform policies and measures for providing economic support which targets women-owned or women-managed MSMEs.

The spike of oil and gas price in midst of the war in Ukraine exacerbates inflationary pressures and increases operation cost of MSMEs. Interventions aimed at supporting the MSMEs to reduce dependency on oil and gas and increase their access to sustained and affordable energy resources will be vital to reduce the impact of energy price surge on MSMEs.

## Programme Strategy

- 1) **The rationale and relevance of the proposed approach:** Given the current context outlined above, this project will target women entrepreneurs in Timor-Leste that are already engaged in food production, food processing or food service industry (home catering service, small eatery, etc.). The sample from 2021 MSME Survey conducted to study the impact of COVID-19 will be revisited to identify the food-related MSMEs and a sub-set of that sample will be taken to conduct more detailed needs assessment, including their energy, resource and skills needs. Other existing database of women entrepreneurs or women's groups who have attended entrepreneurship

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<sup>7</sup> Information from Ministry of Agriculture and Fisheries of Timor-Leste.

<sup>8</sup> Ibid.

<sup>9</sup> The Government of Timor-Leste and the United Nations Timor-Leste. (2021). Socio-Economic Impact Assessment of COVID-19 in Timor-Leste, Round 2, 2021; Micro, Small, and Medium Enterprises Survey.

<sup>10</sup> The Women and Girls Empowered Timor-Leste: The Business and Social Support for Female Entrepreneurs in Timor-Leste Initiative (WAGE BEST initiative). (2021). Women's Entrepreneurship in Timor-Leste: An Assessment of Opportunities, Barriers, And a Path Forward. Key Findings and Recommendations.

<sup>11</sup> Land titles are required for applying for loans at many financial institutions in Timor-Leste.

trainings but have not been able to establish their businesses will be explored.<sup>12</sup> The food price data analysis and market analysis will provide the bench on the 'before and after' on food costs of the food service industry.<sup>13</sup>

## 2) The expected outputs and their contribution to addressing the impact of the global crisis, CF outcome(s), and related SDG:

### ***Theory of Change:***

The theory of change of this project is the following: if women-entrepreneurs in the food production sector are supported to meet their energy needs through renewable energy support and technical assistance for business planning, marketing, and financial management to access the soft loan facility, they will be better prepared to expand their business, increase their access to markets, reduce their fix costs, and increase their food production, as well as strengthen their resilience to food and energy crises. Hence, this project will address issues of food production, energy, and finance for small and micro-enterprises, particularly those owned by women.

As a project that will focus on enhancing the capacity of women entrepreneurs to scale up their enterprises to produce more food, mitigate the impacts of increasing energy price and overall inflation in Timor-Leste, and have improved access to finance, this project will contribute to the following SDGs:

SDG 2: End hunger, achieve food security and improved nutrition and promote sustainable agriculture

SDG 5: Achieve gender equality and empower all women and girls

SDG 7: Ensure access to affordable, reliable, sustainable and modern energy for all

SDG 8: Promote sustained, inclusive, and sustainable economic growth, full and productive employment and decent work for all.

With the results it will produce, this project will contribute to the following UNSDCF (2021-2025) outcome:

**UNSDCF Outcome 2:** By 2025, institutions and people throughout Timor-Leste in all their diversity, especially women and youth, benefit from sustainable economic opportunities and decent work to reduce poverty.

***Output 1: Women-owned enterprises are better prepared to scale up and set up their business and become more resilient to energy price increase.***

**Indicator 1.1:** Number of needs assessment conducted.

**Indicator 1.2:** Number of women-owned enterprises with renewable energy system installed.

**Indicator 1.3:** Number of women entrepreneurs who establish their business and operate it.

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<sup>12</sup> UNDP's Supporting Employment and Entrepreneurship for Women and Youth (SEEWAY) project has conducted business planning training to 285 individuals in the past 12 months and hence this database will be explored to mine women who are interested in food-related enterprise ideas.

<sup>13</sup> This analysis will be WFP's in-kind contribution to this project.

**Indicator 1.4:** Number of women-owned enterprise with business plans for scale up.

**Indicator 1.5:** Number of food price monitoring data collection rounds conducted.

Under this Output, the focus will be to support the women entrepreneurs who already have their business established for some time and are interested to scale up and those who have start-ups and need support to establish the business. A comprehensive needs assessment will be conducted for both categories of enterprises and will include their overall business turnover as well as their needs for financial resources, skills, energy, space, equipment, and other items for efficient operations. Based on this assessment, support will be designed to mitigate the impact of increasing energy (fuel) price and overall inflation by 1) installing solar energy systems to operate their business, and 2) provide equipment, furniture and other items that they (particularly start-ups) need to set up their business. With such support that will help these women entrepreneurs to mitigate their increasing costs, they will be better prepared and interested to take higher risks to expand their business and learn what it takes to scale up for which support will be provided under output 2. The women entrepreneurs will also be provided with training on business planning, financial management, marketing so that they can run their business and manage their finances. The project will also support a solar powered food cart in Dili for a women-led enterprise to start this innovative and demonstrative initiative to showcase it for advocacy of green energy for enterprises. UNDP's Accelerator Lab will contribute in-kind to design this cart, provide the documentation, organize the launch event and use it for advocacy in the areas of: green energy usage in enterprises, especial incentives for MSME's using green energy, designing special financial products that will incentivize MSMEs using green energy, etc.

The following activities will be designed to achieve this output:

**Activity 1.1:** Identify the women-owned enterprises that work in the food production sector and conduct a comprehensive needs assessment including their energy and other resource needs.

**Activity 1.2:** Women entrepreneurs are supported in business training, marketing, financial management.

**Activity 1.3:** Equipment, furniture, and other items are provided to women-owned start-up enterprises to support them to establish their businesses.

**Activity 1.4:** Renewable energy support is provided to women-owned enterprises.

**Activity 1.5:** Equipment and renewable energy support is provided to women-owned enterprise(s) to set up and operate solar powered food cart(s).

**Activity 1.6:** Identify key food items that are part of the main ingredients in the food service sector or food processing to be included in the food price monitoring.

***Output 2: Women entrepreneurs have improved access to finance and able to scale up their business***

**Indicator 2.1:** Number of women-owned enterprises who meet the criteria to apply for the soft loan.

**Indicator 2.2:** Number of women-owned enterprises who submit applications to the soft loan facility in BNCTL.

Under Output 2, the focus will be on supporting women entrepreneurs to meet all the criteria to be eligible to apply for the soft loan. This will entail supporting the unregistered start-up businesses in SERVE, the government entity where all businesses are registered. This support will have to be hands-on and provided on a case-by-case basis to the entrepreneurs to understand the business registration process, having the necessary documents, and meeting all the requirements for registration. Among the registered business owners, further support will be provided to help them prepare the proposals for the loan which will include enhancing their skills in areas such as business planning, marketing, financial management so that they will be better prepared to scale up their business. Training in these areas will be conducted and hands on support will be provided to those ready to apply for the soft loan facility under the National Commercial Bank of Timor-Leste (BNCTL) where small businesses can get up to \$25,000 loan at a low interest rate of 3%. This facility has been in place with support from UNDP and the Ministry of Tourism and Commerce (MTCI) since 2021. All interested small businesses are assisted to develop their business plans with technical support from the Instituto de Apoio ao Desenvolvimento Empresarial (IADE) under the Ministry of Coordination and Economic Affairs (MCAE) or UNDP. Applications are reviewed thoroughly by a Steering Committee that submits to BNCTL for approval. Since its establishment in 2021, 93 MSMEs (40 women-led) have applied to MTCI out of which 60 proposals (27 women led) were assessed by the Steering Committee and 49 were recommended to BNCTL the loan. BNCTL applies its own criteria for assessment of the loan proposals and makes the final decision. It has so far approved 26 (12 women led) MSMEs with loan. While this facility, first of its kind in Timor-Leste, has increased the much-needed access to finance for small businesses, there are still rooms for improvement in this area as information about this facility is still limited in the urban areas, women entrepreneurs still face challenges as they typically do not own other assets (e.g. land, house, cars) that can be used for collateral for this loan, and most business owners, and particularly women, lack the ability to develop business proposals. More specifically, this project will do the following activities to achieve the output:

**Activity 2.1:** Women entrepreneurs are supported to meet the eligibility criteria to apply for the loan (e.g. business registration, having a strong business plan, etc.).

**Activity 2.2:** Women entrepreneurs are supported to prepare application for the soft loan facility under BNCTL.

**Activity 2.3:** Information dissemination about the soft loan facility and its requirements and process especially to women entrepreneurs; workshops/meetings to showcase results and lessons learned.

- 3) **How the JP results translate into medium-term policy and/or financing solutions:** As described above, one of the key components of this project is to link women entrepreneurs with the existing financing mechanism in Timor-Leste, build their capacities to prepare strong proposals to access the soft loans, and also conduct awareness raising and information dissemination of this financing mechanism. The solar food card is designed as an innovative demonstrative project for advocacy around the use of green energy in enterprises, designing special incentives for MSMEs using green energy, designing special financial products that will incentivize MSMEs using green energy, etc.
- 4) **Focus on vulnerable groups:** This project is focused on women only as its target group. Women who are already having micro-enterprises but need support to mitigate the risk of shutting down because of increased operational costs, women who have viable business plans but lack the initial capital investment to start their business, or women who have just started their business but lack fundamental resources like



equipment or raw materials to really make the business functional will be targeted. All of the targeted women will be those working in food related enterprises that are either producing food, processing food, or in food catering or other food service businesses. The geographic focus of this project is kept flexible as the existing databases will be reviewed to locate the women-owned businesses who are working in the food sector. One criterion for geographic selection would be that a cluster of enterprises will be identified so that the transaction costs of supporting them will be optimal. Municipalities under consideration are Dili, Liquica, Baucau and Manatuto.

- 5) **The role of wider UNCT and other stakeholders:** This is a joint project between UNDP and UN Women leading the implementation with in-kind support from WFP for food price monitoring and under the overall leadership of the UN Resident Coordinator. The UN RC will chair the Steering Committee for this project, provide overall strategic guidance, and ensure strong coordination among the participating UN agencies. Please refer to the risk table at the end of the proposal for potential risks and mitigation measures.

### **Governance and Implementation Arrangements**

As this project will contribute to the UNSDCF Outcome 2, it will report to the already existing Outcome Result Group 2. There will be a Joint Project Steering Committee chaired by the Resident Coordinator as the governing body for this project with the following members: UNDP, UN Women, WFP, and MTCI that will approve the work plan and budget, track progress made, provide necessary guidance and strategic direction. At the technical level, UNDP and UN Women will develop a joint work plan and budget, monitoring plan, and joint reporting mechanism, and will meet regularly to ensure coordination and joined up efforts to reduce transaction costs. WFP will provide an in-kind support through the provision of food price data, and market analysis, including food policy analysis during the project implementation.

UNDP and UN Women will implement most of the activities directly. Short term consultants will be hired to conduct some of the technical tasks such as conducting the needs assessment, providing training to women entrepreneurs on business planning, financial management and developing proposals for the soft loan scheme. UN Women and UNDP's Country Office teams will provide operational support for procurement, finance, monitoring and oversight. There will be joint review and planning meetings, a few workshops to share the results and lessons learned, as well as some events to disseminate policy advocacy messages.

### **Legal Context**

Indicate the title and date of the agreement between each Participating UN Organization (PUNO) and the government in the following format:

Agency name: UNDP

Agreement title: Standard Basic Assistance Agreement (SBAA)

Agreement date: 20 May 2002

Agency name: UN Women

Agreement title: Standard Basic Assistance Agreement (SBAA)

Agreement date: 20 May 2002

Agency name: World Food Programme (WFP) Timor-Leste

Agreement title: Basic Agreement concerning assistance

Agreement date: 7 August 2006

Workplan Template										
Outcome 1		By 2025, institutions and people throughout Timor-Leste in all their diversity, especially women and youth, benefit from sustainable economic opportunities and decent work to reduce poverty.								
Output	Target/s	List of activities	Time frame		PLANNED BUDGET			PUNO/s involved	Implementing partner/s involved	
			Q 3	Q 4	Overall budget description	Joint SDG Fund (USD)	PUNO Contributions (USD)			Total Cost (USD)
<b>Output 1</b> <i>Women-owned enterprises are better prepared to scale up and set up their business and become more resilient to energy price increase.</i>	1 needs assessment	<b>Activity 1.1:</b> Identify the women-owned enterprises that work in the food production sector and conduct a comprehensive needs assessment including their energy and other resource needs	X		Conduct needs assessment and hire consultants to coordinate needs assessment	10,000	UN Women: 10,000	<b>20,000</b>	UN Women (UNDP will support in-kind for identification of women owned enterprises based on existing databases)	Ministry of Agriculture; MTCI; IADE

<b>Indicator 1.1:</b> Number of needs assessment conducted.	100 women-entrepreneurs trained	<b>Activity 1.2:</b> Women entrepreneurs have increased readiness in access to finance through business training, marketing, and financial management.	X	X	Organize training and hire consultant to support training	12,000	10,000	<b>22,000</b>	UN Women	Ministry of Agriculture  ANZ Bank  BNCTL MTCI IADE
<b>Indicator 1.2:</b> Number of women-owned enterprises with renewable energy system installed.	women-owned enterprises supported as per their need	<b>Activity 1.3:</b> Equipment, furniture, and other items provided to women owned start-up enterprises to support them to establish their businesses.	X	X	Procurement of various equipment needed by the women entrepreneurs for setting up or scaling up their business	UN Women: 50,000; UNDP: 60,000	UN Women: 10,000	<b>120,000</b>	UNDP & UN Women	
<b>Indicator 1.3:</b> Number of women entrepreneurs who establish their business and operate it.	Units of renewable energy installed as per their need	<b>Activity 1.4:</b> Renewable energy support provided to women owned enterprises	X	X	Procurement of Equipment for solar energy systems	50,000		<b>50,000</b>	UNDP	
<b>Indicator 1.4:</b> Number of women-owned enterprise with business plans for scale up.	A women-owned enterprise is supported to	<b>Activity 1.5:</b> Equipment and renewable energy support is provided	X	X	Procurement of food cart, equipment and solar energy	UN Women: 25,000; UNDP:		<b>50,000</b>	UN Women & UNDP	UNDP Accelerator Lab team will make in-kind contribution to

	set up and operate a solar powered food cart	to women-owned enterprise to set up and operate a solar powered food cart			system and showcase event of the solar powered food cart	25,000				support the design of this cart and launch it through a process.
	1 food price monitoring conducted	<b>Activity 1.6:</b> Identify key food items that are part of the main ingredients in the food service sector or food processing to be included in the food price monitoring.	X	X	Monitoring of food prices	In-kind			WFP	
<b>Output 2</b> <b>Women entrepreneurs have improved access to finance and able to scale up their business</b>  <b>Indicator 2.1:</b> Number of women-owned enterprises	40 women-entrepreneurs supported to prepare application for BNCTL	<b>Activity 2.1:</b> Women entrepreneurs are supported to meet the eligibility criteria to apply for the loan (e.g. business registration, having a strong business plan, etc.).	x	x	Consultant to support the business registration process, including workshops		4000	<b>4,000</b>	UNDP	SERVE

with business plans for scale up.										
<b>Indicator 2.2:</b> Number of women-owned enterprises who submit applications to the soft loan facility in BNCTL.		<b>Activity 2.2:</b> Women entrepreneurs are supported to prepare application for the soft loan facility under BNCTL.	X	X	Consultant to support in business proposal preparation for BNCTL including workshops and trainings		10000	<b>10,000</b>	UNDP	MTCI, BNCTL, IADE
	300 women owned and women managed enterprises reached through the outreach campaign designed	<b>Activity 2.3:</b> Information dissemination about the soft loan facility and its requirements and process especially to women entrepreneurs; workshops/meetings to showcase results and lessons learned	X	X	Designing and printing of communication materials	/ UN Women-3,000  UNDP-1,000		<b>4,000</b>	UN Women & UNDP	
v		7%				17,500		<b>250,000</b>		
Total SDG fund						250,000				
PUNO 1 total (UNDP)						150,000	In-kind contribution			

PUNO 2 total (UN Women)					100,000	30,000			
<b>Grand Total</b>					<b>267,500</b>	<b>30,000</b>	<b>297,500</b>		

### Monitoring, accountability, financial management, and public disclosure

*Standard text – do not change*

Reporting on the Joint SDG Fund will be results-oriented, and evidence based. **The Convening/Lead Agent will develop a simple final narrative report and submit it to the Joint SDG Fund Secretariat, through the Resident Coordinator no later than two (2) months after the operational closure of the programme activities.**

The Resident Coordinator will be required to monitor the implementation of the joint programme, with the involvement of Joint SDG Fund Secretariat to which it must submit data and information when requested. Additional insights (such as policy papers, value for money analysis, case studies, infographics, blogs) might need to be provided, per request of the Joint SDG Fund Secretariat.

PUNOs will be required to include information on complementary funding received from other sources (both UN cost sharing, and external sources of funding) for the activities supported by the Fund, including in kind contributions and/or South-South Cooperation initiatives, in the reporting.

PUNOs at Headquarters level shall provide the Administrative Agent with the following statements and reports prepared in accordance with its accounting and reporting procedures, consolidate the financial reports, as follows:

- Annual financial reports as of 31st December each year with respect to the funds disbursed to it from the Joint SDG Fund Account, to be provided no later than four months after the end of the applicable reporting period; and
- A final financial report, after the completion of the activities financed by the Joint SDG Fund and including the final year of the activities, to be provided no later than 30 April of the year following the operational closing of the project activities.

The Project will be using a pass-through fund management modality where UNDP Multi-Partner Trust Fund Office will act as the Administrative Agent. The programmatic UN entity of the Facility shall assume full programmatic and financial accountability for the funds disbursed to it by the Administrative Agent of the Joint SDG Fund (Multi-Partner Trust Fund Office). Such funds will be administered by each UN Agency, Fund, and

Project in accordance with its own regulations, rules, directives and procedures. The entity shall establish a separate ledger account for the receipt and administration of the funds disbursed to it by the Administrative Agent. Indirect costs of the Participating Organizations recovered through project support costs will be 7%. All other costs incurred by each PUNO in carrying out the activities for which it is responsible under the Fund will be recovered as direct costs. Procedures on financial transfers, extensions, financial and operational closure, and related administrative issues are stipulated in the Operational Guidance of the Joint SDG Fund. PUNOs and partners must comply with Joint SDG Fund brand guidelines, which includes information on donor visibility requirements.

**Risk Management**

*See further instruction below (delete the instructions before finalizing the ProDoc)*

<b>Risks</b>	<b>Risk Level:</b> (Likelihood x Impact, as per instructions)	<b>Likelihood:</b> Certain - 5 Likely - 4 Possible - 3 Unlikely - 2 Rare – 1	<b>Impact:</b> Essential – 5 Major - 4 Moderate - 3 Minor - 2 Insignificant - 1	<b>Mitigating measures</b>	<b>Responsible Org./Person</b>
Contextual risks					
Supply chain disruption and food/fuel prices become worse resulting in lack of raw materials and other inputs needed by the entrepreneurs.	Medium	4	2	The project will be providing direct support to the beneficiary entrepreneurs with renewable energy and grant support for equipment, etc to mitigate the impacts of increasing costs of production. WFP will be monitoring food/fuel prices regularly and project will be taking those into account for adaptive management.	
Fluctuations in the prices of equipment / solar panels	Medium	3	3	The project will regularly monitor price for equipment and solar panels, the	

				fluctuation in price might affect number of beneficiaries reached, to mitigate the impacts of fluctuation of prices, the project will prioritize signing procurement contract to guarantee the price.	
Programmatic risks					
Delays in implementation due to delays in procurements or delays in recruitment	Medium	3	3	Use of remote support within the region; use of LTAs from HQ or other country offices to expedite procurement	PUNOs
Institutional risks					
Fiduciary risks					



Likelihood	Occurrence	Frequency
Very Likely	The event is <b>expected</b> to occur in most circumstances	Twice a month or more frequently
Likely	The event <b>will probably</b> occur in most circumstances	Once every two months or more frequently
Possibly	The event <b>might</b> occur at some time	Once a year or more frequently
Unlikely	The event <b>could</b> occur at some time	Once every three years or more frequently
Rare	The event <b>may</b> occur in exceptional circumstances	Once every seven years or more frequently

Consequence	Result
Extreme	An event leading to <b>massive or irreparable</b> damage or disruption
Major	An event leading to <b>critical</b> damage or disruption
Moderate	An event leading to <b>serious</b> damage or disruption
Minor	An event leading to <b>some degree</b> of damage or disruption
Insignificant	An event leading to <b>limited</b> damage or disruption

Likelihood	Consequences				
	Insignificant (1)	Minor (2)	Moderate (3)	Major (4)	Extreme (5)
Very likely (5)	Medium (5)	High (10)	High (15)	Very High (20)	Very High (25)
Likely (4)	Medium (4)	Medium (8)	High (12)	High (16)	Very High (20)
Possible (3)	Low (3)	Medium (6)	High (9)	High (12)	High (15)
Unlikely (2)	Low (2)	Low (4)	Medium (6)	Medium (8)	High (10)
Rare (1)	Low (1)	Low (3)	Medium (3)	Medium (4)	High (5)

Level of risk	Result
Very High	Immediate action required by executive management. Mitigation activities/treatment options are mandatory to reduce likelihood and/or consequence. Risk cannot be accepted unless this occurs.
High	Immediate action required by senior/ executive management. Mitigation activities/treatment options are mandatory to reduce likelihood and/or consequence. Monitoring strategy to be implemented by Risk Owner.
Medium	Senior Management attention required. Mitigation activities/ treatment options are undertaken to reduce likelihood and/or consequence. Monitoring strategy to be implemented by Risk Owner.
Low	Management attention required. Specified ownership of risk. Mitigation activities/treatment options are recommended to reduce likelihood and/or consequence. Implementation of monitoring strategy by risk owner is recommended.