

**Fund Title\*** MPTF\_00209: UN COVID-19 MPTF  
**Anticipated Start Date\***  
**Duration (In months)\***  
**Anticipated End Date\***  
**Brief Overview\***

The project will intervene in informal sub-sectors of informal economies, create and mobilize stakeholders in labour market to address unemployment, underemployment, improve resilience and employment, production and income for recovery from

<b>Comments</b>	<b>Geographical Scope</b>	<b>Name of the Region</b>
	Regional	Pacific Region
<b>Participating Organizations and their Implementing Partners</b>	<b>Participating Organizations</b>	<b>NGOs</b>
	ILO UNDP UNESCO	
<b>Contacts</b>	<b>Contact Type</b>	<b>Name</b>
	Project Manager	Mohammed Mozeem
<b>Universal Markers</b>	<b>Gender Equality Marker</b>	<b>Risk</b>
	GEM2 - GEWE is a significant objective of the Key Activity's overall intent	Low Risk
<b>Fund Specific Markers</b>	<b>Fund Windows</b>	<b>Fund Windows</b>
	Human Rights Based Approach to COVID19 Response	Window 2: Reduce Social Impact and Promote Economic Response
	Primary Socio-Economic Pillars	HRBA integrated Yes
	Concept Note Type	Pillars Pillar 3: Economic Response and Recovery
<b>Estimated Budget</b>	<b>Budget</b>	<b>Type</b>
	Budget Requested	Funding
		<b>Amount</b>
		\$1,800,000

**Other Sources**  
**Total**

**\$1,000,000**  
**\$2,800,000**

Economies of Fiji, Palau, Tonga and Vanuatu

1-Oct-20

13

1-Nov-21

ative industries and agriculture sectors in Fiji, Palau, Tonga and Vanuatu and  
ployment and business deficits and fundamental flaws of informal economies to  
n impacts of COVID-19.

<b>Region(s)</b>	<b>Country(ies)</b>	<b>Implementing Partners</b>	<b>Position</b>	<b>Additional e-mail</b>	<b>Telephone</b>	<b>Skype</b>
Oceania	Fiji Vanuatu Palau Tonga					
<b>New Entities</b>						
Other		IFAD National – national and local government, private sector, trades unions, youth and women’s councils, arts councils,				
<b>e-mail</b>						
mohammed.mozeem@un.org						

**OECD-DAC**



**Title**

CN\_1. What is the specific need/problem the intervention seeks to address? Summarize the problem. Apply a gender lens to the analysis and description of the problem. Be explicit on who has established the need (plans, national authorities, civil society, UN own analysis, or citizens).

CN\_II. Results expected to be achieved and a clear explanation of tangible results or changes that will be achieved through this collaborative programme Describe the results expected to be achieved and how it contributes to the Covid-19 response and the SDGs. Describe programme approaches, methods, and theory of change, and explain why they are the appropriate response to the problem. Please highlight a) how the solution(s) is data driven (especially on population being targeted) b) if and how it employs any innovative approaches; c) if and how it applies a human rights-based approach and how is it based on the principle of “recover better together” d) if and how the theory of change reflects the Gender Equality Marker score selected in this solution

CN\_III. Catalytic impact and nexus  
Describe how the intervention is catalytic by mobilizing or augmenting other financial or non-financial resources including from IFIs, foundations, the private sector. Describe how the proposed intervention supports medium to long-term recovery for example by enabling other actors to engage, generates an enabling environment for longer-term development.

CN\_IV. Who will deliver this solution  
List what Recipient UN  
Organizations (no less than 2 per  
concept note) and partners will  
implement this project and describe  
their capacities to do so. Include  
expertise, staff deployed, as well as  
oversight mechanisms that  
determine the monitoring and  
evaluation (M&E) arrangements and  
responsibilities. Use hyperlinks to  
relevant sites and the current  
portfolios of RUNOs so the text is  
short and to the point.

P\_I. Immediate Socio-Economic  
Response to COVID19 and its impact

P\_V. Target population

wipe out ten percent of working hours – equivalent to 175 million full-time workers – in the second quarter of 2020 alone, v expected to have its lowest growth since the 1960s, and the economic fallout could push 370 million additional people in t

The most widespread impact of the economic slowdown has been a loss of income. As it is, informal employees are more pro Moreover, the overall burden of any illness, accident, or disability tends to be high for informal workers, given the nature of work during the current pandemic face high exposure to the virus itself.

The Joint UN Socio-Economic Impact Assessment (SEIA) has found that in the post-COVID context it will be of paramount imp employment and supporting enterprises, jobs and incomes. Widespread unemployment and loss of income due to mass red particularly women and youth owned micro enterprises and lack of social security have been observed across the region. Th transit from the formal sector, the informal sector will be a key driver for economic recovery for Pacific Small Island Develop have been widespread as a direct result of a highly impacted tourism sector, not likely to resume to its 2019 levels prior to 2 SEIA has indicated the return of urban dwellers to rural areas. This trend has resulted in the increase of agricultural activities vulnerable populations during the pandemic, offering a diversified livelihood strategy and meaningful coping strategy, as we imported products. However this newly created part of the informal sector, has reportedly faced difficulty in selling their pr market structure, in addition to a possible reduction in overall demand for fresh produce.

The SEIA also found that the informal sub-sectors have suffered most of the negative repercussions from the global pandemic Characterized by a strong dependence on tourism earnings, migrant remittances, reliance on imports for food and in absenc has suffered immensely from border closures and lockdowns, in particular, knockdown effects on overall economic growth, of social security, widespread unemployment and job redundancy, and reduced livelihoods opportunities have been observ in the informal economies and hardest-hit sectors are currently facing high risks of business failure[1]. This is particularly wo groups, who face an imminent risk of distress sales and decapitalization. Overall, the detrimental economic impacts of COVI gender inequality, and is very likely to compromise the region’s ability to sustain progress towards Agenda 2030.

Of particular interest is the role of women in the informal economies of the Pacific Islands region. Over and above their dispr they are also significant players in other areas of the informal economy, especially as market vendors. In the SEIA, the ILO rep

importance for the recovery of PSIDS to the socio-economic impacts of the global pandemic. The proposed project aims to create an environment that will address the business/employment deficits and challenges posed by COVID19 on women, youth and people with disabilities.

Under this joint initiative, UN agencies will work with national and regional institutions to introduce social security mechanisms for legally empowering the informal economy. These interventions are based on the recognition that formal legal recognition contributes to strengthening informal business, increases people's resilience to economic hard times, and ensures stability and sustainable growth and development even among the most marginalised. The project will engage the formal private sector, informal sector, creative associations, and producer organizations in the design and deployment of BDS, social security and business continuity plans. Public and private Business Development Services (BDS) providers and social security/pension will be supported to enable access to youth and people with disabilities, for meeting the current demands of the "new normal" business and labour market conditions. The project will ensure that business owners and workers to understand their rights and ensure they have adequate representation in public consultations and public consultations. Attention is directed towards transitioning creative industry entrepreneurs as well as new entrants into informal agriculture and other sectors to adjust to the changes in demand in terms of products, market locations and logistics. In view of the growing number of people with disabilities (from previous conditions), the project focuses on building skills and transferring knowledge and technologies as well as offering e-learning opportunities to COVID19 circumstances.

The project will apply a human rights based approach in developing appropriate livelihoods and income generating activities. The project will ensure that the identified business models are environmentally friendly and inclusive of vulnerable groups including people with disabilities.

Immediate Objective 1: Improve the institutional capacities of national service providers to deliver innovative and sustainable business development services and social security/pension options to vulnerable groups to support recovery and income generation.

Activity 1.1: Capacity building of BDS providers, including using digital technology, for extension of services to informal sector.

1.1.1: Implementing partner needs mapping including capacity to use technology for delivery of services (ILO).

1.1.2: Support recommendations for strengthening implementing partner delivery of BDS to informal sector (ILO).

development, capitalizing on the use of new technologies and the opportunity they present by giving access to new markets will trigger action, and directly augmenting financial resources invested in the response to the challenges of the informal economy.

With the informal sub-sectors being recognized as a key driver for economic recovery for all Pacific countries, addressing their structure and mechanisms, presents a key catalytic nexus. While the informal sub-sectors comprises the majority of the labour force, they do not have a voice on national policy issues. They do not have business associations or unions that protect their rights and interests. Many sub-sectors remain invisible and undervalued, as is the case of the cultural and creative sector. This results in them not contributing to economic growth, innovation, and job creation. Studies by UNESCO[1] and UNCTAD[2] have shown that cultural industries have the capacity to contribute to sustainable development by providing not only economic but also positive social and cultural outcomes. This initiative addresses a compound of challenges cutting across disciplines and responding to several of the Pillars of the SEIA. This initiative will establish the basis for demand-driven skills training and provide them with an identity and voice. In addition, the initiative will establish the basis for demand-driven skills training available and accessible to informal sub-sectors business and workers. In doing so, it resolves existing institutional limitations. The project life that will offer a catalytic effect to the sub-sectors contribution to the national economies. For example, in support of the Pacific model of master-apprentice where highly skilled cultural masters pass on their skills and knowledge to their apprentices. The project also addresses the fact that the Pacific region (including Vanuatu and Tonga globally classified as number one and two respectively most at risk to natural disasters). Therefore, this initiative will support businesses to adapt to climate change and disasters through sustainable enterprises and just transition, and enhance the resilience of the vulnerable segments of Pacific societies.

A key potential catalytic effect of the intervention is the use of technology in developing and improving existing supply chains. The intervention is a direct response to the challenges identified in relation to the COVID-19 pandemic, however studies have shown that technology can help the informal sector back. Hence it is a significant contributor to the process of developing the informal economy sector. The project is to support the use of e-commerce platforms, as well as support the use of existing online platforms in order to enhance marketing, information access, and overcome the restrictions imposed by COVID-19, technology will also be used in the capacity building of BDS providers by establishing accelerators for micro entrepreneurs. The project will also draw from the documented success demonstrated by the revival of digital social platforms. This method was used during the COVID-19 pandemic in several PSIDS as a coping mechanism that strengthened resilience where jobs were cut and livelihoods were affected.

their expertise from the formal sector extended to the informal sub-sectors. The ILO has supported national private sector organizations (Enterprise Engine[1], the first private sector led accelerator) established within the Fiji Commerce & Employers Federation (Fiji Business (KAB) and Start & Improve Your Business (SIYB) is available in most countries through training institutions, national youth arms of the national private sector organizations will be mobilized as well to implement and support project activities.

UNESCO will contribute to the implementation of the project in relation to the members connected to the cultural and creative industries. The potential of the cultural and creative industries worldwide through a number of studies and publications. In response to the ResiliArt movement to shed light on the current state of creative industries, engaging with key industry professionals globally from artists, both established and emerging. The campaign that is ongoing aims to raise awareness about the far-reaching impact of supporting artists during and following the crisis.

UNESCO supports the Cultural and Creative Industries through normative frameworks that include the UNESCO Convention on Cultural Expressions (2005). This Convention defines the regulatory frame of the cultural and creative industries, including the enabling environment for the sector. UNESCO adopted in 1980 the Recommendation concerning the Status of the Artist that defines the status of artists through the implementation of policies and measures related to training, social security, employment, income. It also recognizes the right of artists to be organized in trade unions or professional organisations that can represent and defend their interests.

UNESCO is delivering projects worldwide with the aim to ensure awareness raising, support capacity development, enable recovery and resilience of Cultural Industries. In the Pacific, UNESCO is in close collaboration with cultural institutions and brokers of the creative industries, identifying focal points at the relevant national governments. Through its National Commissions that are active in all 15 PSIDS, UNESCO is working with national governments to support the cultural and creative industries.

IFAD, a UN agency and an IFI, has funded a suite of regional grants and investment projects focused on agricultural production and rural development. IFAD has considerable experience in supporting smallholder food systems in Pacific SIDS. Its comparative advantages lie in (i) working with smallholders at the margins of functional markets; (ii) strengthening food production systems appropriate for challenging natural environments; (iii) developing sustainable cropping systems; (iv) working with communities to realize shared investments that improve living conditions; (v) embedding the knowledge/achievements in recipient communities for the future. IFAD grants and loan projects in Tonga, Kiribati, and Vanuatu with farmer groups and building on community social capital is an effective means for penetrating remunerative domestic markets.

interventions are designed to support the workers and businesses of the informal sector from the impact of COVID and help informal sector business and employment. The immediate response will provide respite from economic and labour market underemployment in the informal economies. Retrenched workers will gain new employable and business skills. Particular attention pertaining to the handicraft, entertainment and tourism markets who have lost income due to lockdowns, ban on international response will in addition target new entrants to the informal sub-sectors that are benefiting from income generating opportunities. Response will include consideration related to seed-funding and interest-free financing to assist informal workers' and individuals falling into a debt trap.

At the household level, the response would target families at risk of distress, sale of basic assets, indebtedness and resorting to specific groups of workers and producers who are traditionally overrepresented in the informal economies. These include women. Women workers' needs, including those related to care responsibilities at home will be considered. In the case of most vulnerable consultative process will ensure that response and recovery decision-making is informed by their needs with the aim to give women be paid also to the needs of girls and young women, in particular for the prevention of teen-pregnancy and risks of exploitation. Response measures would foster empowerment of informal workers in agriculture and rural sectors provide tailored support build long term income and livelihoods security through market linkages and promotion of decent work.

The interventions will include provision of tailored training that will improve capacity and develop new skills required in the for those entering new areas of work. The skills development will incorporate mentoring and apprenticeship schemes that work in the informal economy such as in the cultural and creative industries. The trainings will also advance skills in basic business and goods and services. By improving production quality and quantity, business skills, product design, and market linkages for informal workers interface possible, the responses would help create income and provide access to available employment opportunities. Close cooperation with concerned authorities, informal workers' organizations and other community-based organizations will be considered as emergency aid for informal workers who have lost all income. Training and other premises would ensure support, and child-care needs and issues are identified and addressed to enable good participation. The use of ICTs will be applied provide support in job search, counselling, and business development, marketing and advocacy.

Even prior to the COVID-19 crisis, the labour market situation in the Pacific was characterized by underemployment, high level outcomes, and a large and growing share of young people entering the job market with limited options in the formal sector.

informal sector bulge. This project aims to support the retrenched and underemployed informal workers that contribute to market activities in Fiji, Vanuatu, Palau and Tonga, with IFAD's contribution limited to Fiji, Vanuatu and Tonga, and ILO, UN

The direct beneficiaries of the interventions will include small-business owners and workers of the informal sector economy lack of existing safety nets. The participants will benefit from an improved understanding of their rights, and profit from adequate formulation. This will allow for pre-existing challenges in the sector's structure and mechanisms to be identified and addressed. Tailored trainings and professional development opportunities that will increase employability and ensure sustainability of the project especially targets businesses of the informal sector and those self-employed in the untapped cultural and creative enlarged agriculture sector. Although seemingly disconnected, these two sub-sectors of the informal economy are intertwined with the crafts industry, etc. The cultural industries in the Pacific Islands region are diverse and could include visual art, dance, and entrepreneurship. The project will aim to work with self-funded cottage-/ micro- or small-scale creative and culture industry employed artists who work within the cultural and creative industries. Existing partnerships and collaborations between UN further expand the impact of the project.

Likewise, the project will aim to engage with the large number of self-employed that have turned to the agriculture sector or other livelihoods. It will ensure that adequate attention is directed towards transitioning new entrants, including women, into the sector from COVID-19 and enabling them to adjust to the changes.

To ensure that the project addresses the root causes that are hampering the informal sector, including pre-existing challenges with the formal private sector, national trades unions, national training institutions, creative associations, and producer organizations and private Business Development Services (BDS) providers and social security/pension the project will enable adequate delivery of services to people with disabilities, for meeting the current demands of the "new normal" business and labour market conditions.

The business models identified through the project will ensure inclusion of vulnerable groups such as women, youth and people with disabilities. Inclusion and empowerment of women through support to areas of the informal economy that has a high female participation engaged in market activities dependent on tourism, such as dance groups and craft production that are now facing additional challenges. Communities will benefit from income generating opportunities and diversification of livelihoods through targeted trainings and support to engage with the market.

In view of the growing number of unemployed youth, the project aims to engage young people and empower them through their employability and livelihood opportunities. By creating intergenerational knowledge transmission, linking different business

## Comments

Reviewer 1.

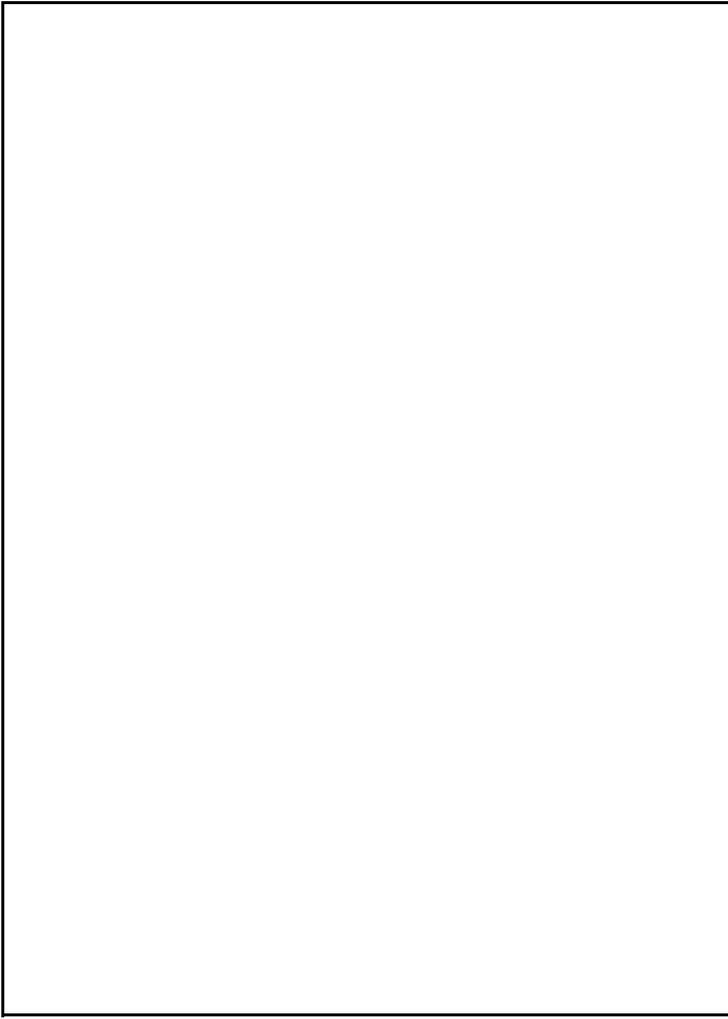
Total Score 19.

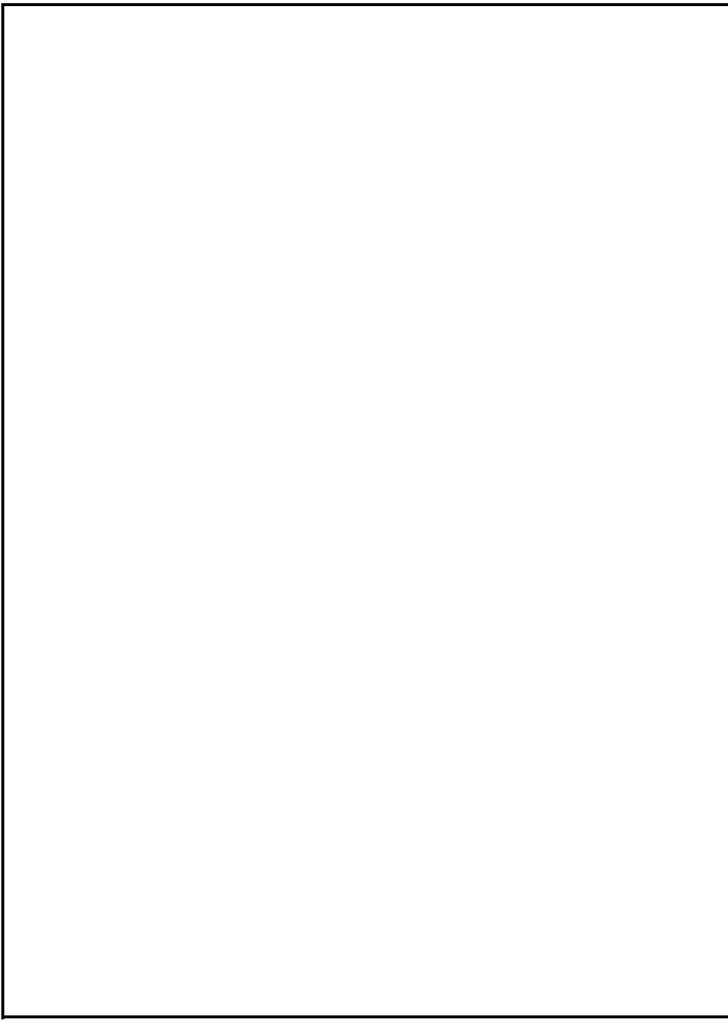
The project is regional targeting the PSIDs and will work with both national and regional bodies to increase the representation and the protection of the rights of informal workers who are mostly women and youth in national policies. Its a strong concept note but it has several streams of work, which could be narrowed down. The immediate impact will be to buttress the workers in the informal sector from the impact of Covid and a particular strength is the intention to work with women and youth in the creative industry and foster an apprenticeship program under UNESCO. There's a strong building better component to the proposed project if it is successful that could result in a long term impact on the protection and formalization of informal workers.











THE RESPONSES TO THE CN\_1, CN\_II, CN\_III AND CN\_IV WILL BE COPY PASTED FROM THE GMS - THESE CELLS WILL BE LOCKED FOR EDITING

ONLY P\_I AND P\_II - WILL BE REQUIRED TO BE FILLED UP DURING THIS PROJECT STAGE DIRECTLY IN THIS SHEET











## Target

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### Main Goals

Goal 1. End poverty in a

TARGET\_1.

3

Goal 5. Achieve gender

TARGET\_5.

b

Goal 8. Promote sustain

TARGET\_8.

3

## Description

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### all its forms everywhere

1.3 Implement nationally appropriate social protection systems and measures for all, including floors, and by 2030 achieve substantial coverage of the poor and the vulnerable

### equality and empower all women and girls

5.b Enhance the use of enabling technology, in particular information and communications technology, to promote the empowerment of women

### red, inclusive and sustainable economic growth, full and

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

**Indicator**

Proportion of the informal sub-sectors benefiting from business development services (BDS), by sex, distinguishing persons with disabilities, and the poor and vulnerable.

Percentage increase of women in the informal sub-sectors that have enhanced business skills and have improved access to markets.

Number of new platforms and incubators created providing micro business and workers of the informal sector a voice on national policy issues.

**Indicator**

Number of new measures introduced or considered contributing to an improved labor environment for the informal sector of the economy.

Number of women participating in virtual business incubators and accelerators for micro entrepreneurs

Proportion of informal employment in non-agriculture employment, by sex, age and persons with disabilities

**Total Estimated % Budget allocated  
per target**

30

20

50

Outcomes	
Outcomes	Output
<b>Outcome 1</b>	
	Output 1 (ILO)
	Output 2 (ILO, UNDP)
	Output 3 (ILO)
	Output 4 (ILO)
<b>Outcome 2</b>	
	Output1 (UNESCO)
	Output2 (IFAD)
	Output3 (UNESCO)
	Output4 (UNESCO)
	Output5 (UNDP, IFAD)
	Output6 (IFAD)
	Output7 (IFAD, ILO)

	Output8 (IFAD)
<b>Outcome 3</b>	
	Output1 (All PUNOs)
	Output2 (All PUNOs)
	Output3 (All PUNOs)
	Output4 (All PUNOs)

<b>Indicator Title</b>	<b>Description</b>
<b>Outcome 1 indicator</b>	<b>(a) Number of informal sector businesses, including women and youth led, sustaining their income and operations. (b) Number of informal sector workers, including women and youths, have sustained incomes, access to social security and represented.</b>
Output 1 indicator	(a) # of BDS providers delivering innovative, including virtual services to informal sector women and youth led creative-prenures and agri-prenures.
Output 2 indicator	(a) Number of informal sector women and youth led creative-prenures and agri-prenures accessing inovative and relevant BDS. (b) % of informal sector women and youth led creative-prenures and agri-prenures adapted disaster resselience stratgeies as part of their business plan.

Output 3 indicator	(a) # of electronic platform available for making direct contribution to FNPF. (b) % of project supported workers and entrepreneurs making contributions to FNPF through the electronic platform.
Output 4 indicator	(a) # of workers and entrepreneurs associations formed in the creative industries and agricultural sub-sectors. (b) % of supported associations linked to national workers and employers organisations. (c) # of policy recommendations to support informal sector workers and entrepreneurs progressed by national workers and employers organisations.
<b>Outcome 2 indicator (a)</b>	<b>(a) # number of cultural and creative industry entrepreneurs supported with data dissagragated by gender and age group (b) # number of female and youth led cultural and creative industry entrepreneurs indicating confidence in their business venture and stability of employment</b>
Outcome 2 indicator (b)	# number of participating HHs reporting increase in agricultural sales
Output1 indicator	(a) # number of master-apprentice collaborations created in Fiji, Vanuatu, Palau and Tonga (b) # number of beneficiaries indicating an emerging sense of social cohesion in the communities applying the aprentice scheme
Output2 indicator	# number of persons trained in agricultural production

Output3 indicator	(a) # number of creative entrepreneurs trained in Fiji, Vanuatu, Palau and Tonga (b) # number of women and young entrepreneurs that indicate ability to engage with target market and have increased ability to define their business venture course of action
Output4 indicator	(a) # number of cultural products and services made available on e-commerce platforms in Fiji, Vanuatu, Palau and Tonga (b) # number of beneficiaries that have developed skills to use existing e-commerce platforms
Output5 indicator	#number of new users of agricultural e-commerce platform
Output6 indicator	# number of family farms provided with inputs & tools
Output7 indicator	# number of persons trained in safe post-harvesting handling and COVID-19 compliant supply chain management
Output8 indicator	# number of persons trained in food processing and preservation techniques
<b>Outcome 3 indicator</b>	<b># number of joint monitoring and periodic review systems in place</b>
Output 1 indicator	# number of audio-visual knowledge tools developed
Output 2 indicator	# number of studies conducted in relation to the contribution of informal sub-sectors to economic recovery
Output 3 indicator	# number of stories and lessons learned shared through diverse channels
Output 4 indicator	# number of project management tools developed to ensure timely and efficient implementation



Description
<b>Improved employment and business environment in the informal sector through sustainable businesses, access to social security and organising by November 2021</b>
Capacities of BDS providers to deliver innovative and relevant support to informal sector women and youth led creative-prenures and agri-prenures strengthened.
COVID-19 and disaster resilient incubator and accelerator programmes targeting informal sector women and youth led creative-prenures and agri-prenures launched.
Digital platform for ease of social security access for informal sector workers and women and youth led creative-prenures and agri-prenures established.
Representative informal sector workers and women and youth led creative-prenures and agri-prenures groups with links to national workers and employer organisations established.
<b>(a) Creation of market linkages and specialized skills transfer in the cultural and creative industry sector to improve productivity and innovation in Fiji, Vanuatu, Palau and Tonga</b>
<b>(b) Improved livelihood outcomes from informal agriculture economy in Fiji, Vanuatu and Tonga</b>
A master-apprentice scheme is re-established in Fiji, Vanuatu, Palau and Tonga to enable specialized skills transfer in the cultural and creative industry sector
At least 500 persons, including agri-prenures trained in agricultural production in Fiji, Vanuatu and Tonga
Cultural and creative industry entrepreneurs, particularly women and youth, have improved capacity in developing narratives, labelling and packaging for their products and services to achieve improved market linkages
On-line platforms for e-commerce are harnessed to enhance business development and South to South knowledge exchange is facilitated
E-platform for agricultural sales rolled out in Fiji, Tonga and Vanuatu
Provision of tools and inputs to family farms
Safety and Health awareness and improved practices communicated to targeted family farms in Fiji, Vanuatu and Tonga

Knowledge sharing on food preservation and trainings in processing methods provided in Fiji, Vanuatu and Tonga
<b>Effective joint project monitoring, documentation and evaluation processes put in place</b>
Audio-visual knowledge tools developed for sharing experience with non-project countries
Study elaborated on the contribution of informal creative industries and agriculture to economic recovery
Knowledge sharing of good practices and lessons learned through social media and webinars with project and non-project countries and development partners
Measures and tools established for effective project management, coordination and reporting support

Manage Indicators	
Baseline Value	Max Value
<b>Due to the lack of adequate services, including BDS, the informal sector business environment and entrepreneurial eco-system is uncertain and lacks social safety nets.</b>	<b>At least 50% of businesses supported by the project have enterprises that are sustainable and provides decent work for its workers.</b>
0	At least 3 in each country.
(a) 0 (b) 0	(a) 300 (b) at least 50%

(a) 0 (b) 0	(a) At least 1 in each country. (b) At least 50% of beneficiaries
(a) 0 (b) 0 (c) 0	(a) At least 4 in each country. (b) At least 50% of supported associations (c) At least 3 policy recommendations per country.
<b>0</b>	<b>(a) 300 (b) 100</b>
0	1000
0	(a) 20 (b) 450
0	500

0	(a) 300 (b) 200
Not available	(a) 8 (b) 300
0	500
0	250
0	600
0	60
<b>0</b>	<b>1</b>
0	10
0	At least 1 in each country
0	32
0	4





Outcomes		Outputs	
	outcome 1		
			output 1
			output 2

	output 3
	output 4
outcome 2(a)	outcome 2
outcome 2(b)	outcome 2
	output 1
	output 2

	output 3
	output 4
	output 5
	output 6
	output 7
	output 8
outcome 3	outcome 3
	output 1
	output 2
	output 3
	output 4



**Risk Management**

<b>Event</b>	<b>Category</b>	<b>Level</b>	<b>Likelihood</b>
Natural hazards including tropical cyclones, storms, floods, and earthquakes; vandalism, sabotage, terrorism and civil unrest or epidemics and pandemics resulting in reduced	Context	High	Almost certain
The ongoing COVID-19 pandemic, if prolonged, may delay onboarding of technical expertise deployment required for overall quality delivery of the responses.	Programme management	High	Almost certain
PONCO/ Partner Organization performance with regard to ethics and community stewardship is compromised leading to poor reputation and reduced benefits for the	Financial Management	Low	Possible