# Joint Programme Document and Fund Transfer Request

- Template –

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

## Eligibility Check

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

## Cover-page

<table>
<thead>
<tr>
<th>MPTFO Project Reference Number</th>
<th>Leave blank, for automatic population in Atlas</th>
</tr>
</thead>
<tbody>
<tr>
<td>Country</td>
<td>Armenia</td>
</tr>
<tr>
<td>Region</td>
<td>Syunik</td>
</tr>
<tr>
<td>Joint programme title:</td>
<td>Food value chains have improved resilience through investments that increase productive capacities to respond to increased market demand.</td>
</tr>
</tbody>
</table>
**Outcomes(s): <verbatim from CF>**

People, communities and regions benefit from equitable economic opportunities, decent work and sustainable livelihoods, enabled through competitiveness and inclusive green growth.

**Duration:**
6 months

**Anticipated start and end dates:**
07/2022 to 12/2022
(for Top-ups, extensions to no later than 31 December 2022)

**Short description**

Max 300 words

For the rural population in Armenia, agricultural production is the main source of income and has great potential for poverty alleviation, also having significant potential for safeguarding national food security. Food insecurity in Armenia is affected by the economic impacts of the COVID-19, consequences of Nagorno Karabakh conflict and war in Ukraine. In 2021, food insecurity levels in Armenia were 21.4% and an additional 56.4% of the population were marginally food secure, hence at risk of falling into food insecurity in the event of an adverse shock.

Ukraine war has already disrupted traditional logistics routes to and from Armenia. Country depends on food imports from Russia to feed its population; 99% of wheat grain, 96% of wheat flour, 99% of buckwheat, 98% of vegetable oil, and 79% of pasta are imported from Russia. Armenia also heavily depends on import of fertilizer and fuel from Russia and the price increases threaten the economic viability of agricultural productivity.

To transform agricultural practices and provide opportunities for production increase and socioeconomic inclusion of vulnerable population, it is proposed to strengthen the wheat and legumes food value chains in Syunik province. This will increase smallholder farmers household income and increase the country’s self-sufficiency of critical food types.

Syunik is selected for this project as WFP already has substantial investments in the region and will utilize this additional component to strengthen the sustainability of existing agricultural investment projects. 460 smallholder farmers will receive seeds and be trained on modern agricultural models. They will be encouraged to join a cooperative which will manage a logistical hub for aggregating, processing, and storing their produce, reducing post-harvest losses and increasing the volume of produce. Also, trainings on marketing and sales for best promotion and positioning of products will be delivered to all beneficiaries.

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**Resident Coordinator**
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**UN Joint Program RCO focal point**
Arevik Anaplosyan, arevik.anaplosyan@un.org, Development coordination officer, +37460530000-207

**PUNO Lead agency JP Focal point**
WFP, Nanna Skau, nanna.skau@wfp.org

**Other PUNOs JP focal point**
FAO, Gayane Nasoyan, gayane.nasoyan@fao.org
<table>
<thead>
<tr>
<th><strong>Total budget:</strong></th>
<th>$250,000</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Source of funds:</strong></td>
<td></td>
</tr>
<tr>
<td>- UN Joint SDG Fund</td>
<td>$250,000</td>
</tr>
<tr>
<td>- WFP Armenia</td>
<td>$125,000</td>
</tr>
<tr>
<td>- FAO Armenia</td>
<td>$125,000</td>
</tr>
<tr>
<td>- Other sources</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th><strong>SDG Targets directly addressed by the Joint Programme</strong></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>SDG 2 - Zero Hunger</td>
<td></td>
</tr>
<tr>
<td>SDG 17 - Strengthen the means of implementation and revitalize the global partnership for sustainable development</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th><strong>Gender Marker</strong></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Select only one from the options below</td>
<td></td>
</tr>
<tr>
<td>☐ GEN3: Have gender equality/women empowerment as the primary or principal objective.</td>
<td></td>
</tr>
<tr>
<td>☑ GEN2: Make a significant contribution to gender equality/women empowerment.</td>
<td></td>
</tr>
<tr>
<td>☐ GEN1: Make a limited contribution to gender equality/women empowerment</td>
<td></td>
</tr>
<tr>
<td>☐ GEN0: Make no contribution to gender equality/women empowerment</td>
<td></td>
</tr>
</tbody>
</table>
## JOINT PROGRAM DESCRIPTION

### Situation Analysis

Max 500 words. A brief, evidence-based situation analysis of the development challenges to be addressed. It is connected to country analytical work as relevant. Apply a gender lens to the analysis and description of the problem.

Agriculture is the third largest sector of the Armenian economy, following services and industry, providing about 11% of the GDP in 2021. The agricultural sector accounts for 24.3% of the employed in the country. According to statistics of foreign trade for 2021, 20% of Armenian exports are related to the agricultural and agri-processing sectors, while the import of fuel, natural gas and fertilizers, pivotal for agriculture, depend to a high degree on foreign supplies. The self-sufficiency ratio of wheat during the last four years amounted to 30%, and further decreased to 24.4% in 2020. Syunik produces 11% of Armenia’s cereal, making it one of the top cereal producing regions of Armenia. However, after the escalation of conflict in Nagorno Karabakh in 2020, bordering lands that were previously available for cultivation and harvesting for populations in Syunik region moved under Azerbaijani control. Armenian smallholder farmers in bordering areas are unable to access many of the bordering lands for animal feed and agricultural production, which has a significant impact on the livelihoods.

The most cultivated grain crop in Armenia is wheat. The production of wheat has been declining during the recent years; in 2021 was to 97,000 tons, a 27% decrease compared with 2020. This decrease in Armenia can be attributed to low yield rates and associated low profitability, caused partially by lack of quality seeds, with poor production and management practices by farmers. The Government accords high priority state support to bolster winter wheat production in Armenia. This requires provision of high-quality seeds for farmers and necessary trainings on improved wheat production and management practices to increase productivity. Russia is the prime source of wheat for Armenia, in 2019, 87% of all wheat imports (252 thousand tons) came from the Russia and this increased to 99% (350 thousand tons) in 2020. In this context, the Government has requested the FAO emergency support to assist with import of high-quality wheat seeds to mitigate the risks of shortages.

In order to promote legumes production in Syunik, investments in behaviour change and in upgrading machinery are necessary. WFP is investing in legumes value chain in Syunik production, processing, packaging and sales. The level of economic activity of women in the labor market is 53%, which is significantly lower than that of men at 71%. Furthermore, 47% of economically inactive women are housewives, with 42% of those having secondary vocational education or higher. And the number of women in unpaid work is twice that of men. At the foundation of the investment lies a commitment to ensuring 50/50 gender balance of the beneficiaries. WFP currently has a 50/50 gender balance in the interlocutors involved in projects, and further barrier analysis is carried to ensure full, meaningful and equal participation of people, regardless of gender.

Winter wheat and legumes can become essential crops to support the livelihoods of poor farming households in rural areas of Syunik region. These crops are critical in improving smallholder farmers' income, food and nutritional security and that of other value chain actors.

### Programme Strategy

Max 1000 words, summarizing the proposal, including (1) the rationale and relevance of the proposed approach; (2) the expected outputs and their contribution to addressing the impact of the global crisis, CF outcome(s), and related SDG; (3) How the JP results translate into medium-term policy and/or financing solutions; (4) Focus on vulnerable groups; (5) The
role of wider UNCT and other stakeholders. Outline any potential risk you foresee in carrying out the strategy and how you plan to mitigate against such risk, if any.

With this project it is planned to support the most vulnerable smallholder farmers with high quality wheat and legumes seeds for replanting and necessary technical advisory support on improved production and management practices. After cereals, legumes are the most popular and widely grown crops in the world. Due to their diverse types, varieties and biological characteristics they are successfully cultivated in different soil and climatic zones, in different altitudes, in drought and irrigated areas. They are source for natural protein and included in daily feeding ratio of humans and agricultural animals. They are widely accepted by people in Armenia, and there is therefore a high consumer demand for this household staple. This makes legumes an irreplaceable crop in crop rotation systems, especially for cereals and vegetables, that require more nitrogen for their growth and development. Armenia and particularly Syunik region is no exception in terms of opportunity for cultivation of annual and perennial legume crops. Namely, Goris community of Syunik region is famous for its Goris red beans which are well incorporated in the local cuisine.

Within the scope of this project, investments will be made in winter wheat and annual legume production. The latter will be selected a crop type that farmers can grow in rotation with other rain fed crops such as wheat. This rotational approach positively impacts the yield and quality of harvests. Importantly, legumes and beans are sold at high market prices making this an economically viable crop as a natural protein for humans. The straw by-product of legumes can be used as animal feed. When grown in rotation with wheat/barley there is an opportunity for these crops to be used for animal food production. FAO and WFP will target beneficiaries from Syunik region with educational component to be identified in cooperation with the Ministry of Economy based on the detailed needs analysis. Seeds like yellow split peas, lentils, chickpeas, red beans will be provided, however, the detailed lists and specifications of wheat and legumes varieties and quantity to be procured will be identified by WFP and FAO in collaborations with the Ministry of Economy of Armenia and the National Seed Agency. To ensure sequencing of crops, it is best practice to harvest cereals the following year of harvesting legumes, and vice-versa. Therefore, high quality wheat seeds will also be provided for the promotion of best farming practices.

Currently, despite widescale product demand and production viability, sowing and processing legumes in large scale is not yet incorporated into the agro-practices of Armenian farmers. One of the reasons being that legume production requires investments in the infrastructure, machinery as well as in the know-how, that is often unaffordable for smallholder farmers. The outcome of this programme is anticipated to be that farmers increase their economic capacities and productivity through creation of sustainable demand-based production of local agricultural products and gain further knowledge in agricultural best practices.

Output 1 will be resilient food value chains respond to increased market demand and productivity. This will be ensured by strengthening the food value chains and enhancing shock-resistance of those, which will benefit the economic development of actors along the chain and increase the quality of food available to the consumer. As part of the project intervention 400 smallholder farmers from Syunik will receive winter wheat seeds 250 kg each, in total 100mt. They are expected to cultivate land equal to 400 ha with anticipated harvest of 1000 mt of wheat by September 2023. Another 60 smallholder farmers will be supported in the form of 24mt of legumes seeds on a one-time basis. The recipients of legumes seeds are expected to cultivate 60ha of land with anticipated of up to 100mt of annual harvest by autumn 2023.
The beneficiaries will be selected in consultation with communities and farmers supported to come together as a cooperative. Under the management of the cooperative will be a logistics hub, providing access to new processing technologies that reduce post-harvest losses, make locally produced food more marketable, and more accessible for the national population, through increasing the efficiency of resources used and decrease in sales prices. The logistics hub provides smallholder farmers with a suitable location to aggregate, process, and store their product so that it can reach a competitive price at market. This will contribute to the SDG 2.1, that is to end hunger and ensure access by all people, in particular the poor and people in vulnerable situations, including infants, to safe, nutritious and sufficient food all year round.

Output 2 is “increased capacity of smallholder farmers to produce in a green, efficient, and profitable manner”. Trainings to the farmers will be provided in partnership with the Armenian National Agrarian University as part of a shared vision to expand the accessibility of agricultural educational services to smallholder farmers. They will be given the opportunity to reprofile their agricultural skills and enhance these through a demand driven approach that prepares them for work created in the community. Also, the farmers will receive trainings on business strategy, marketing and sales aimed at professional management and promotion of produced goods. Moreover, in partnership with the Armenian National Agrarian University, soil analysis will be carried out for each specific soil area of the farmers to identify and suggest the most suitable and effective management practices in educational sessions. Finally, investment in the logistic hub managed by a cooperative is an important component of ensuring self-sufficiency in the agro production and processing of Gors community in Syunik province. Within the scope of this project a harvester is planned to be procured among other agro-machinery for the logistic hub to promote production of legumes, their processing and quality assurance for the consumer. The establishment of agricultural cooperative and provision of equipment and needs based educational sessions for smallholder farmers promotes SDG 17.16, that is to enhance the global partnership for sustainable development complemented by multi-stakeholder partnerships that mobilize and share knowledge, expertise, technologies and financial resources to support the achievement of sustainable development goals in all, particularly developing countries.

Governance and implementation arrangements

Max 500 words. Explain the specific roles and responsibilities of RC/RCO, PUNOs and other partners – to ensure integrated implementation and effective governance under the RC leadership. Focus on coordination, decision-making, reporting and how transaction costs will be reduced. Explain why this is the best approach including how it avoids introducing parallel structures to those that already exist, and confirm that existing structures and mechanisms of UNCT, government, and related programs/initiatives are leveraged.

The UN Agencies’ approach of food value chains development and strengthening is well established and includes completing extensive feasibility analysis of the barriers of specific food value chains and the opportunities to invest. These opportunities have been broadly shared with stakeholders across Armenia in partnership with the Ministry of Economy.

WFP in Armenia supports the communities with activities and decision making that contribute to the local Community Development Plans. The programme will engage closely with the local communities and support them to link the activities to
the development plans so as to contribute to long term change in the communities. The Ministry of Economy will be consulted in the selection of the communities and results will be shared with for further scale up.

This low investment and high return outlook targeted to strengthen the national food value chains not only has a multiplier effect on the actors directly engaged through increasing their business viability. The activities that will be completed as part of this project are micro-investments that have a multiplier effect at the level of the households being invested in, the broader community in which they are part, and at a national strategic level.

The programme will make efforts to identify the challenges of groups that are under-represented in the economic sphere, such as women, youth and persons with disabilities, so that the specific challenges they face can be better understood, and project investments provide opportunities to overcome these.

The data will be collected and reported, disaggregated by sex and age. Process monitoring (distribution and post-distribution) and lessons learnt exercises will be embedded for capacity strengthening activities and adjusted to consider and minimize risks of spreading Covid-19. The assets developed, such as procurement of combine harvester and development of a logistics hub with modern equipment will be closely and regularly monitored by the programme staff. WFP Armenia has a field office in Syunik region with full-time staff presence and can ensure regular follow up for timely and quality installation/development, provide reporting and ensure adequate visibility for the joint programme. Also, WFP is committed to contributing to the programme by installing solar station at the logistical hub and co-financing the educational component. The programme staff of FAO and WFP will closely monitor the training courses provided, collect the training logs (sex and age disaggregated) and conduct pre- and post-training surveys to assess the training effectiveness.

<table>
<thead>
<tr>
<th>Legal context</th>
</tr>
</thead>
<tbody>
<tr>
<td>This section refers to cooperation or assistance agreements form the legal basis for the relationships between the Government and each of the UN organizations participating in this joint programme. For example: the Basic Cooperation Agreement for UNICEF; Standard Basic Assistance Agreement for UNDP, which also applies to UNFPA; the Basic Agreement for WFP; as well as the Country Programme Action Plan(s) where they exist; and other applicable agreements for other participating UN organizations. For the Funds and Programmes, these are standing cooperation arrangements. For the specialized Agencies, these should be the text that is normally used in their programme/project documents or any other applicable legal instruments. The text specific to each participating UN organization should be cleared by the respective UN organization.</td>
</tr>
</tbody>
</table>

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

<p>| Agency name: WFP Armenia |
| Agreement title: Basic agreement signed between World Food Programme (WFP) and the Government of the Republic of Armenia, as represented by the Ministry of Foreign Affairs of the Republic of Armenia, regulating WFP’s presence in Armenia |
| Agreement date: |
| Agreement title: Letter of Understanding signed between the World Food Programme (WFP) and the Government of the Republic of Armenia, as represented by the Ministry of Foreign Affairs of the Republic of Armenia, for the implementation of the WFP Country Strategic Plan (CSP) for the period of from 2019-2024 |</p>
<table>
<thead>
<tr>
<th>Agreement date: 30 April 2020</th>
</tr>
</thead>
<tbody>
<tr>
<td>Agreement title: Tri-partite agreement between World Food Programme, The Ministry of Economy and Syunik Regional authorities (province), regulating the cooperation in Syunik. Agreement date: April 2022</td>
</tr>
<tr>
<td>Agency name: FAO Armenia</td>
</tr>
<tr>
<td>Agreement title: Basic agreement between the Government of the Republic of Armenia and the Food and Agriculture Organization of the United Nations</td>
</tr>
<tr>
<td>Agreement date: 25 October 2017</td>
</tr>
<tr>
<td>Outcome 1</td>
</tr>
<tr>
<td>-----------</td>
</tr>
<tr>
<td><strong>Output 1.1</strong></td>
</tr>
<tr>
<td><strong>Resilient food value chains respond to increased market demand and productivity.</strong></td>
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<tr>
<td><strong>Output 1.2</strong></td>
</tr>
<tr>
<td><strong>Increased capacity of smallholder farmers to produce in a green, efficient, and profitable manner.</strong></td>
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</table>
Monitoring, accountability, financial management, and public disclosure

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)*

<table>
<thead>
<tr>
<th>Risks</th>
<th>Risk Level: (Likelihood x Impact, as per instructions)</th>
<th>Likelihood:</th>
<th>Impact:</th>
<th>Mitigating measures</th>
<th>Responsible Org./Person</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td>Certain - 5</td>
<td>Essential - 5</td>
<td>Monitoring of news to forecast civil unrest</td>
<td>FAO and WFP dedicated security focal points</td>
</tr>
<tr>
<td>Contextual risks</td>
<td></td>
<td>Likely - 4</td>
<td>Major - 4</td>
<td>Engagement with partners to be prepared for civil unrest Staff alerts</td>
<td></td>
</tr>
<tr>
<td>Civil unrest due to the internal political instability, changes on borders, economic crisis leading to deterioration of the security situation and operational disruptions</td>
<td>9</td>
<td>Possible - 3</td>
<td>Moderate - 3</td>
<td>Advanced Preparedness Actions and Minimum preparedness Actions reviewed and updated annually</td>
<td>Management, Programme, Supply Chain, Security of FAO and WFP. Dedicated security staff. Dedu</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Unlikely - 2</td>
<td>Minor - 2</td>
<td>Fundraising for crisis response Joint UN efforts related to rules for personnel called for military action</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>Rare - 1</td>
<td>Insignificant - 1</td>
<td>Enhanced security Contingency plan for discontinued operations</td>
<td></td>
</tr>
<tr>
<td>Further escalation of the NK conflict/ spill over of conflict from neighbouring countries may create delays/ discontinuation/ high increase in operations, difficulties in Supply chain, beneficiary and staff security deterioration Also, government may call staff for military service which may cause skill shortage in the office and decreased staff wellbeing</td>
<td>16</td>
<td></td>
<td></td>
<td></td>
<td>Management, Program, Supply Chain, Security of FAO and WFP. Dedicated security staff Dedu</td>
</tr>
<tr>
<td>Risk Type</td>
<td>Cause</td>
<td>Probability</td>
<td>Impact</td>
<td>Objective</td>
<td>Implementation</td>
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<tr>
<td>Climate change: Droughts or hail impacting agricultural production and leading to failed harvest</td>
<td>Droughts or hail influencing crop yields and reducing agricultural productivity</td>
<td>12</td>
<td>3</td>
<td>Agricultural insurance options for farmers</td>
<td>FAO and WFP</td>
</tr>
<tr>
<td>Programmatic risks</td>
<td>Logistic issues due to overloaded check points caused by the war in Ukraine</td>
<td>20</td>
<td>4</td>
<td>Diversification of the source</td>
<td>FAO and WFP</td>
</tr>
<tr>
<td></td>
<td>Delays in procurement of project inputs (seeds, fertilizer) due to sanctions and trade export bans of other countries</td>
<td>20</td>
<td>5</td>
<td>Pre discussions with Suppliers and Ministry of Economy to guarantee access to seeds and fertilizer Training component on organic fertiliser use and production for the farmers</td>
<td>FAO and WFP</td>
</tr>
<tr>
<td></td>
<td>Price increases of inputs (fuel, labour) and services for implementation of project and for agricultural production</td>
<td>20</td>
<td>4</td>
<td>Price monitoring to adjust budgets</td>
<td>FAO and WFP</td>
</tr>
<tr>
<td></td>
<td>Beneficiaries’ willingness to cultivate the specific crops provided</td>
<td>12</td>
<td>3</td>
<td>Engagement with farmers and raising awareness on opportunities for select value chains</td>
<td>FAO and WFP</td>
</tr>
<tr>
<td>Institutional risks</td>
<td>Misalignment with host governments related to fast changes in political actors, pressures from outside, unclear decision-making processes leading to operational disruptions and underachievement of objectives</td>
<td>16</td>
<td>4</td>
<td>CO is enhancing partnerships with government, non-state actors, UN agencies, management and relevant staff have regular meetings with the actors, reaching out to new appointed ministers to inform about FAO and WFP and its programmes</td>
<td>Management, Government &amp; Private Sector Partnerships</td>
</tr>
<tr>
<td></td>
<td>Misalignment with the UN system related to the lack of common goal due to misunderstanding of roles and responsibilities within UN agencies, misalignments of policies and disputes and with RCO and Regional RCOs leading to the lost identity, lower operational efficiency</td>
<td>9</td>
<td>3</td>
<td>Finding the competitive advantages for each of the UN agencies. Clarifications of roles.</td>
<td>Management, Government &amp; Private Sector Partnerships</td>
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<tr>
<td>Fiduciary risks</td>
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<tr>
<td>Unintended use of food and NFIs distributed by WFP (sell in the market) by partners and beneficiaries leading to reputational risk.</td>
<td>4</td>
<td>1</td>
<td>4</td>
<td>Field monitoring.</td>
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<td></td>
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<td>Monitoring and evaluation.</td>
<td></td>
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<tr>
<td>Likelihood</td>
<td>Occurrence</td>
<td>Frequency</td>
<td></td>
<td></td>
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<tr>
<td>Very Likely</td>
<td>The event is expected to occur in most circumstances</td>
<td>Twice a month or more frequently</td>
<td></td>
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<tr>
<td>Likely</td>
<td>The event will probably occur in most circumstances</td>
<td>Once every two months or more frequently</td>
<td></td>
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<tr>
<td>Possibly</td>
<td>The event might occur at some time</td>
<td>Once a year or more frequently</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Unlikely</td>
<td>The event could occur at some time</td>
<td>Once every three years or more frequently</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Rare</td>
<td>The event may occur in exceptional circumstances</td>
<td>Once every seven years or more frequently</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Consequence</th>
<th>Result</th>
</tr>
</thead>
<tbody>
<tr>
<td>Extreme</td>
<td>An event leading to massive or irreparable damage or disruption</td>
</tr>
<tr>
<td>Major</td>
<td>An event leading to critical damage or disruption</td>
</tr>
<tr>
<td>Moderate</td>
<td>An event leading to serious damage or disruption</td>
</tr>
<tr>
<td>Minor</td>
<td>An event leading to some degree of damage or disruption</td>
</tr>
<tr>
<td>Insignificant</td>
<td>An event leading to limited damage or disruption</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Level of risk</th>
<th>Result</th>
</tr>
</thead>
<tbody>
<tr>
<td>Very High</td>
<td>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.</td>
</tr>
<tr>
<td>High</td>
<td>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.</td>
</tr>
<tr>
<td>Medium</td>
<td>Senior Management attention required. Mitigation activities/treatment options are undertaken to reduce likelihood and/or consequence. Monitoring strategy to be implemented by Risk Owner.</td>
</tr>
<tr>
<td>Low</td>
<td>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.</td>
</tr>
</tbody>
</table>
### Budget per UNSDG Categories

<table>
<thead>
<tr>
<th>UNSDG BUDGET CATEGORIES</th>
<th>WFP</th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Joint SDG Fund (USD)</td>
<td>PUNO Contribution (USD)</td>
<td>Joint SDG Fund (USD)</td>
<td>PUNO Contribution (USD)</td>
<td>Joint SDG Fund (USD)</td>
<td>PUNO Contribution (USD)</td>
<td>Joint SDG Fund (USD)</td>
<td>PUNO Contribution (USD)</td>
<td></td>
</tr>
<tr>
<td>1. Staff and other personnel</td>
<td>18,432</td>
<td>22,507</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>2. Supplies, Commodities, Materials</td>
<td>75,702</td>
<td></td>
<td>65,043</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>3. Equipment, Vehicles, and Furniture</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>(including Depreciation)</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>4. Contractual services</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>5. Travel</td>
<td>3,000</td>
<td>110,000</td>
<td>2,340</td>
<td>63,000</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>6. Transfers and Grants to Counterparts</td>
<td>15,000</td>
<td>10,100</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>7. General Operating and other Direct</td>
<td>5,237</td>
<td>16,832</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Costs</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Total Direct Costs</strong></td>
<td>117,371</td>
<td>116,822</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>8. Indirect Support Costs (Max. 7%)</td>
<td>7,629</td>
<td>8,178</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td><strong>TOTAL Costs</strong></td>
<td>125,000</td>
<td>110,000</td>
<td>125,000</td>
<td>63,000</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
</tbody>
</table>

---

**Signature of Joint Programme document and Fund Transfer Request as per UNSDG budget categories.**

I hereby confirm that the funds requested are in accordance with the approved Work Plan & Joint Programme Document. *I also certify that the copy transmitted to the MPTF Office is a true copy of the original which is secured by the RC Office. I have also received documentation from Participating Organizations demonstrating Committed amounts where applicable. I also confirm that the PUNOs' indirect cost does not exceed 7%.*
<table>
<thead>
<tr>
<th>Role</th>
<th>Name, Title</th>
<th>Date and Signature</th>
</tr>
</thead>
<tbody>
<tr>
<td>RESIDENT COORDINATOR SIGNATURE</td>
<td>Lila Pieters Yahia</td>
<td>08.06.2022</td>
</tr>
<tr>
<td>PUNO Representative SIGNATURE</td>
<td>Nanna Skau, WFP Deputy Country Director / Officer in Charge</td>
<td>08.06.2022</td>
</tr>
<tr>
<td>PUNO Representative SIGNATURE</td>
<td>Gayane Nasoyan, Assistant FAO Representative</td>
<td>08.06.2022</td>
</tr>
<tr>
<td>PUNO Representative SIGNATURE</td>
<td>Name, Title</td>
<td>Date and Signature</td>
</tr>
<tr>
<td>PUNO Representative SIGNATURE</td>
<td>Name, Title</td>
<td>Date and Signature</td>
</tr>
</tbody>
</table>