



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 type="checkbox"/> Energy <input type="checkbox"/> Finance
What are the areas of intervention that will be implemented by this proposal? Select all relevant intervention areas.	<input checked="" type="checkbox"/> Data collection/analytics <input checked="" type="checkbox"/> Analysis and forecasting <input checked="" type="checkbox"/> Help devise comprehensive preventative package of response measures <input checked="" 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	<i>(Leave blank, for automatic population in Atlas)</i>
Country	Jamaica
Region	Caribbean
Joint programme title:	Strengthening Jamaica’s resilience to food and water insecurity

Outcomes(s): <verbatim from CF>	<ol style="list-style-type: none"> 1. <i>Strengthened data and information base for evidence-based policy formulation and programme design to assist the most vulnerable population and groups affected by the ongoing food-energy-water crisis in Jamaica.</i> 2. <i>Improved existing instruments to support resilience, long-term sustainability and replicability of appropriate interventions at all levels of the food-energy-water ecosystem</i>
Duration:	Maximum 6 months, no later than 31 December 2022
Anticipated start and end dates:	08/2022 to 12/2022
Short description	<p>Jamaica’s food system is already fragile due to climate variability, biodiversity erosion and two years of COVID-19 pandemic. New exogenous shocks, like the war in Ukraine, affect Jamaica’s food-energy-water and farming systems, essentially rural, mainly due to increasing cost of fertilizers and seed scarcity concomitant to the escalating difficulty for water availability in the food production. Agriculture accounts for 70% of annual freshwater withdrawals worldwide, making water management one of the main levers to counteract food crisis. Additionally, the pressure on the Jamaica’s food ecosystem is increasing rural poverty and accrued rural-urban drift. The short-term risks induced would accelerate poverty, squatter settlements, and increase crime rate impacting Jamaican society and resilience capacity.</p> <p>This Joint Programme (JP) seeks to fill existing gaps in Jamaica’s database and tools to inform the design of strategies and programs that assist populations affected by the food, water and financing crises, and strengthen the farming ecosystem. The JP will provide policy recommendation and identification of key interventions for rural development, integrated water management for food production, poverty and farmers’ exodus mitigation. It will furnish elements to understand the socio-economic impacts of the crisis on different sectors and inform design of instruments and interventions for vulnerable groups, namely women farmers. It will enhance existing Government of Jamaica sex-disaggregated data collection, methodology, and drive financially sustainable interventions when similar shocks occur, for stronger, more integrated, equitable food systems. The JP will build on the Country Implementation Plan of the Multi-Country Sustainable Development Cooperation Framework, addressing immediate needs to assist Jamaica’s response to the global food crises and socio-economic setbacks from COVID-19.</p> <p>To deliver within the short timeframe, IOM and UNESCO will leverage existing analyses, their collective expertise on food-water nexus, rural development and shock responsive social protection, vis-a-vis rural-urban drift, and through close partnership with the Government.</p>
Resident Coordinator	Garry Conille, garry.conille@un.org
UN Joint Program RCO focal point	Maxsalia Salmon, Maxsalia.salmon@un.org , Associate Development Coordination Officer, (876)544-8908

PUNO Lead agency JP Focal point	IOM, Dania Bogle, dabogle@iom.int
Other PUNOs JP focal point	UNESCO, Jean-Paul Ngome Abiaga, jj.ngome-abiaga@unesco.org

Total budget:	\$269,000
Source of funds:	Joint SDG Fund
• UN Joint SDG Fund	\$249,952
• IOM	\$5,024
• UNESCO	\$14,024
• Other sources	

SDG Targets directly addressed by the Joint Programme	Target 1.5	<ul style="list-style-type: none"> By 2030, build the resilience of the poor and those in vulnerable situations and reduce their exposure and vulnerability to climate-related extreme events and other economic, social and environmental shocks and disasters
	Target 2.4	<ul style="list-style-type: none"> By 2030, ensure sustainable food production systems and implement resilient agricultural practices that increase productivity and production, that help maintain ecosystems, that strengthen capacity for adaptation to climate change, extreme weather, drought, flooding, and other disasters, and that progressively improve land and soil quality
	Target 5.a	<ul style="list-style-type: none"> 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
	Target 6.B	<ul style="list-style-type: none"> Support and strengthen the participation of local communities in improving water and sanitation management
	Target 10.7	<ul style="list-style-type: none"> Facilitate orderly, safe, regular and responsible migration and mobility of people, including through the implementation of planned and well-managed migration policies

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

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.

The current global food crisis exacerbated by the ongoing war in Ukraine, COVID-19 pandemic, climate disruption, hydro-climatic extremes, and biodiversity erosion, comes as a shock for small island developing states (SIDS) like Jamaica. Indeed, given the major role played by Russia, Belarus and Ukraine in the global food-water-energy system, the ongoing conflict drives price increases and volatility for fertilizers, staple grains, oil-based energy production and water distribution for agriculture as is the case for Jamaica.

These exogenous shocks have considerably inflated the cost of farming, increased food prices (FAO, 2022), and exacerbated poverty and unemployment. Experiences from previous crises have shown that higher and more volatile food prices translate into higher rates of hunger, malnutrition, non-communicable diseases, social unrest, economic migration, rural-urban drift, and poverty eruption, especially in rural communities and fragile groups like women farmers.

In Jamaica, the agriculture sector accounts for 8.68% of the GDP¹ and is important for providing employment for up to 15.69% of the total labour force of the country², namely in the breadbasket rural areas. The main crops in Jamaica include condiments, sugar cane, bananas, coffee, cocoa, citrus and pimentos, whose production is highly dependent on fertilizers, water and energy provision in a country that imports its fuel and is lagging in terms of water management.

Jamaica also is particularly vulnerable because of its dependency on imported processed food and wheat flour, with the country listed among the highest per capita consumers of flour and flour-based products in the world. The livestock sub-sector, namely the poultry industry that provides the primary source of protein to Jamaicans, is also at risk of collapsing because of the price increase of soybean and coarse grain.

The most affected by this food-energy-water crisis in Jamaican society are small-scale food producers, namely rural farmers, who rely on artificial fertilizers, fuel and water for their production and trading activities. The Jamaica food production sector also displays the most significant gender gap in the Caribbean with 30 per cent of registered women farmers. That is why rural women farmers are at risk of disruption in Jamaica. Food insecurities are impacting primarily the most vulnerable populations, the poorest, including women, children,

¹ In 2020, <https://www.statista.com/statistics/527157/share-of-economic-sectors-in-the-gdp-in-jamaica/#:~:text=In%202020%2C%20the%20share%20of%20sector%20contributed%20about%2059.74%20percent>

² in 2020, according to the World Bank collection of development indicators

youth, populations in rural areas and minorities, who typically spend over 60% of their income on food (FAO et al. 2021). Finally, the most affected by food poverty are female-headed households, which have in Jamaica the largest share of poverty at 53.4%³ and represent up to 40% of all households. The possible collateral risks induced by a collapse of the farming system and food poverty escalation are rural-urban drift, growth of squatter settlements and an increase in the levels of crime and violence with a significant impact on the Jamaican resilience capacity vis-à-vis the current and future crisis.

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.

As per the “United Nations Multi-Country Sustainable Development Cooperation Framework (MSDCF) for the English- and Dutch-speaking Caribbean 2022-2026”, the Joint Programme aligns with the Vision 2030 Jamaica - National Development Plan and contributes to the following priority areas and related outcomes of the MSDCF:

1. Priority area 2: Equality, Well-Being and Leaving no One Behind; namely its Outcomes 3 and 4.

The JP will support the Government of Jamaica (GoJ) efforts to leverage disaggregated information, data, analysis and methodologies to ensure that interventions identify, capture and support the most vulnerable and marginalized groups, namely rural communities (SDG 11) and women (SDG 5), vis-à-vis the ongoing food-energy-water crisis (SDG 2, 6 and 7). The JP will also support the GoJ in the development of evidence-based management and in improving national policies impacting the food, water and rural development ecosystem.

2. Priority area 3: Resilience to climate change and shocks and sustainable natural resource management; namely its Outcome 3.

The JP will support the GoJ in addressing food insecurity driven by high reliance on imports, oil-based energy dependence and low agricultural productivity induced by poor water management, affecting vulnerable groups, including small-scale and women rural farmers. The JP will provide support to integrated water management in the food production system and will support women's engagement in such a management system.

The strategy followed by the JP is to build the foundations for further interventions by the GoJ, UNCT and partners in achieving the following objectives:

³ <https://bti-project.org/en/reports/country-report/JAM>

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- Strengthening data and information base for evidence-based policy formulation and programme design to assist the most vulnerable population and groups, namely rural women farmers, affected by the ongoing food-energy-water crisis; and
 - Improving existing instruments to support resilience, long-term sustainability and replicability of appropriate interventions at all levels of the food-energy-water ecosystem.

JP OUTCOME 1: Strengthened data and information base for evidence-based policy formulation and programme design to assist the most vulnerable population and groups, namely rural women farmers.

Output 1. Analytical work on the impact of the increasing costs of living on vulnerable populations, namely rural women households and farmers. This analytical work will utilize quantitative and qualitative methods, data collection and gender-disaggregated information to understand how the global food, energy, water and fertilizer crises are affecting vulnerable groups and sectors – including agriculture households, women and rural communities.

[Activity 1 – IOM and UNESCO] Vulnerability and impact assessment. We will deploy household data and information collection in the form of surveys for national and sectoral representation (quantitative), key informant interviews (qualitative), in order to produce evidence on current food insecurity and livelihood impact trends in Jamaica. This will allow meaningful analysis that can be used for social protection, rural development policies and programme development by UNCT and partners. This will be set to build resilience of heavily impacted sectors and individuals such those in agriculture and the most vulnerable including rural women farmers. This will target the rural food production, made of small-scale farmers, rural women farmers, and their dependency to fertilizers, water and energy in Jamaica. This will offer informed options for better water management systems, better settlements to avoid rural-urban drift, drive future investments and food-water system policy recommendations.

[Activity 2 – IOM and UNESCO] Compiling best sustainable practices and resilience-related information of the rural farming ecosystem in Jamaica. We will develop a repository of best practices, opportunities, and lessons learnt from rural farming in the Jamaican breadbasket, for resilience to current and future shocks, recovery strategies, alternative livelihood practices that help diversify food-based income streams, reduce poverty, and prevent the abandon of rural agriculture for urban migration. The activity will empower rural farmers communities and tackle rural-urban drift.

[Activity 3– IOM] Provision of analysis on the crises impacts and recovery solutions. We will support and identify options for system strengthening to maintain women farmers in their rural communities and lands knowing that they own only 11 per cent of the land they cultivate. The analysis will serve to inform policies and strategies, as well as designing appropriate interventions for specific vulnerable and affected rural populations.

JP OUTCOME 2: Improved existing instruments to support resilience, long-term sustainability and replicability of appropriate interventions at all levels of the food-energy-water ecosystem.

Output 2. Mapping tool for sustainable food production based on integrated water management systems. This mapping tool, including reports, scenarios and recommendations, intends to strengthen the agriculture-based rural development plans and strategies of Jamaica, as well as to contribute to closing the gender gap in the food production chain. The mapping will be undertaken based on a toolkit developed by UNESCO to be adapted to the Jamaican context.

[Activity 4 – UNESCO and IOM] Methodology for sex-disaggregated water data collection in the Jamaican agriculture sector and of gender-responsive indicators for water management for food production. Women represent almost half of the workforce (FAO, 2012) in agriculture system, but yet have limited or no access to land and water rights. We will help collect relevant quantitative and qualitative water and gender data of the Jamaican food production ecosystem to inform food-water system policies and planning. This will reinforce data-driven decision-making and bring about concrete changes to advance gender equality in the food sector.

[Activity 5 – UNESCO] Development of Mapping Instrument. This will enhance existing GoJ tools or develop new ones to help understand socio-economic needs of effected households in the aftermath of shocks, with emphasis on the most vulnerable groups in the farming ecosystem, namely women farmers. It will develop specific analysis, scenarios and recommendations to improve the Jamaica food-water system and policies such as the Water Sector Policy and Implementation Plan 2019 and the ongoing Jamaica Integrated Rural Development Programme, both related to the water-food-energy nexus. It will reinforce efficiency of irrigated agriculture, which contributes about 50% of the national food production and generates employment opportunities in rural areas.

[Activity 6 – UNESCO] Training on the use of Mapping tool. Relevant staff from the Ministry of Agriculture and of Water will be trained so that new tools can be handed over to Government for potential adoption.

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 emergency nature of the JP imposes efficient and rapid governance and implementation mechanisms already used by preceding JP, as part of lessons learnt from previous successful JP implementation. In this framework:

The **UN Resident Coordinator for Jamaica** will be responsible for the overall Joint Programme strategic leadership with the support of the Resident Coordinator’s Office and the Lead Agency and Joint Programme focal point. The Resident Coordinator is responsible for the general strategic oversight of the Joint Programme, the political and strategic engagement with governments and promotes an integrated approach. At the operational level, the Resident Coordinator is responsible for the

submission of reports, budget plans and reallocation of funding in case needed. The Resident Coordinator's Office will support the Resident Coordinator's leadership role and will liaise with the SDG Fund Secretariat on the overall programme implementation (reports, guidelines, etc.). In partnership with Agencies, facilitates joint engagements for resource mobilization and provide guidance if necessary to improve overall programme coordination. In 2021, the RCO finalized the United Nations Multi-Country Sustainable Development Cooperation Framework for the English- and Dutch-speaking Caribbean 2022-2026, a comprehensive 5-year development strategy, and in March 2022, which we will use as one of the compasses for the JP implementation. Additionally, the outputs of the project fall within the RCO's key tasks for July – Dec 2022, which include provision of lessons learned on data generation and commitments to gender parity and women's empowerment.

IOM as Lead Agency will ensure the Joint Programme's strategic technical coherence and will be accountable to the UN Resident Coordinator for programme delivery and providing advice to the UN Resident Coordinator on programme progress and appropriate political and institutional matters.

UNESCO will work together with **IOM** to ensure the strategic and technical coherence of the joint programme and will be responsible for the day-to-day leading and coordination of the joint programme results. Workplans with timeframe, including major milestones in the JP implementation will be elaborated and shared to the RCO for collective monitoring and if needed be for corrective measures in the course of the JP implementation. At the administration level, funds will be received by **IOM** and **UNESCO**. At an operational level, detailed programme management and coordination support will be provided by **UNESCO** and **IOM**, with the support of the Joint Programme focal point. Careful consideration will be given to the existing SIDS Joint programme to ensure synergies and capitalize on linkages. Regular reporting on the JP implementation will be done in relevant UNCT meetings to search for additional partnerships and synergy.

The Government of Jamaica will be engaged in the consultative process of the project implementation, thereby helping to leverage DATAS with monitoring and evaluation by the RCO/UNCT to ensure coherence and cohesion.

Legal context

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.

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

Agency name: **International Organization for Migration**

Agreement title: Agreement between Jamaica and the International Organization for Migration on the Legal status, the Privileges and Immunities of the Organization in Jamaica

Agreement date: 3 November 1994

Jamaica became a member of IOM in 2005

Agency name: **United Nations Educational, Scientific and Cultural Organization**

Agreement title: Agreement between the Government of Jamaica and UNESCO regarding the Office of UNESCO Representative for the Caribbean

Agreement date: Covering letter dated 23 October 1989

With the United Nations Education, Cultural and Scientific Organization (UNESCO) a Country Co-operation Agreement concluded between the Government and UNESCO is governed through the Jamaica National Commission for UNESCO, which is part of the Ministry of Culture, Gender, Entertainment and Sport. The Jamaica National Commission is headed by Hon. Olivia Grange, Minister of Culture, Gender, Entertainment and Sport and the day-to-day operations, by the Secretary-General. **Jamaica joined UNESCO on 7 November 1962.**

Workplan Template

Outcome 1

Strengthened data and information base for evidence-based policy formulation and programme design to assist the most vulnerable population and groups affected by the ongoing food-energy-water crisis in Jamaica.

Output	Target/s	List of activities	Time frame <i>Customize as relevant</i>					PLANNED BUDGET				PUNO/s involved	Implementing partner/s involved
			M 1	M 2	M 3	M 4	M 5	Overall budget description	Joint SDG Fund (USD)	PUNO Contributions (USD)	Total Cost (USD)		
Output 1	Analytical work on the impact of the increasing costs of living to vulnerable populations, namely rural women households and farmers	[IOM & UNESCO] Vulnerability and Impact Assessment.	X	X	X			Assessment & Analysis	124,976	5,024 (IOM)	130,000	IOM & UNESCO	Planning Institute of Jamaica, Statistical Institute of Jamaica, Ministry of Local Government and Rural Development, Ministry of Foreign Affairs and Foreign Trade, Ministry of Economic Growth and Job Creation
		[IOM & UNESCO] Compiling best sustainable practices and resilience-related information of the rural farming ecosystem in Jamaica		X	X	X	X						
		[IOM] Provision of analysis on the crises impacts and recovery solutions			X	X	X						

Outcome 2		Improved existing instruments to support resilience, long-term sustainability and replicability of appropriate interventions at all levels of the food-energy-water ecosystem											
Output	Target/s	List of activities	Time frame					PLANNED BUDGET				PUNO/s involved	Implementing partner/s involved
			M 1	M 2	M 3	M 4	M 5	Overall budget description	Joint SDG Fund (USD)	PUNO Contributions (USD)	Total Cost (USD)		
Output 2	Mapping tool for sustainable food production based on integrated water management systems	[UNESCO & IOM] Methodology for sex-disaggregated water data collection in the Jamaican agriculture sector and of gender-responsive indicators for water management for food production	X	X				Methodology & Management Instruments	124,976	14,024 (UNESCO)	139,000	UNESCO & IOM	Planning Institute of Jamaica Statistical Institute of Jamaica Ministry of Local Government and Rural Development, Ministry of Water, Ministry of Agriculture, National Environment and Planning Agency, National Water Commission, Water Resource Authority, Caribbean Network of Rural Women Producers
		[UNESCO] Development of Mapping Instrument		X	X	X	X						
		[UNESCO] Training on the use of Mapping tool.		X			X						

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)

Risks	Risk Level: (Likelihood x Impact, as per instructions)	Likelihood: Certain - 5 Likely - 4 Possible - 3 Unlikely - 2 Rare - 1	Impact: Essential - 5 Major - 4 Moderate - 3 Minor - 2 Insignificant - 1	Mitigating measures	Responsible Org./Person
Contextual risks					

Natural/ anthropogenic risks: i/ -Hurricanes, storms, floods; ii/ Economic deterioration (price increases/ income losses)	Medium to high	3	3	Seek a Central Emergency Respond Fund (CERF) to facilitate the fastest and most effective means to ensure that urgently needed assistance reaches people affected by the crises. Activate UNESCO's partnership with The Caribbean Disaster Emergency Management Agency for crises management and recovery	UNESCO & IOM
Resurgence of COVID pandemic in a country with a very low vaccination rate (23%)	High	4	3	Health measures respected at any meeting. Information sharing with local communities of the risks and mitigation measure throughout the project implementation, Close monitoring	UNESCO & IOM
Programmatic risks					
Survey and Activity Partner nonresponsive	Medium	2	3	Create awareness on the objective of the study and data collection exercise. Coordination with local partners established from previous activities and ownership building will be ensured	UNESCO & IOM
Slow mobilization of experts	Low	2	2	Identification in advance of several options in terms of expertise needed. In-house capacities identified	UNESCO & IOM
Institutional risks					
Staff turnover at the government level	Medium	3	2	Close monitoring	UNESCO & IOM
Weak coordination among PUNOs working on the joint programme	Medium	2	3	Efficient Coordination mechanism in place	UNESCO & IOM
Implementation and results monitoring	Medium	2	3	Close monitoring. Governance mechanism and implementation arrangements involving het RCO will be established	UNESCO & IOM
Fiduciary risks					
Funds used for Intended Purpose and achieving value for money	Low	2	2	Close monitoring	UNESCO & IOM
Heavy Internal Administrative procedures to unlock the funds for their use	Low	2	2	Close monitoring	UNESCO & IOM

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

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

	Consequences				
Likelihood	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)

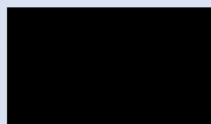
Level of risk	Result
Very High	Immediate action required by executive management. Mitigation activities/treatment options are mandatory to reduce likelihood and/or consequence. Risk cannot be accepted unless this occurs.
High	Immediate action required by senior/ executive management. Mitigation activities/treatment 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.

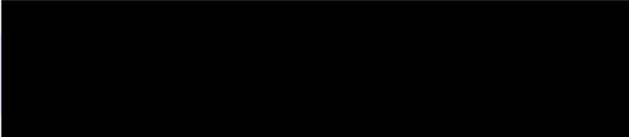
Budget per UNSDG Categories

UNSDG BUDGET CATEGORIES	PUNO 1: IOM		PUNO 2: UNESCO		TOTAL	
	Joint SDG Fund (USD)	PUNO Contribution (USD)	Joint SDG Fund (USD)	PUNO Contribution (USD)	Joint SDG Fund (USD)	PUNO Contribution (USD)
1. Staff and other personnel	24000	Direct funding (5024 USD)	15000	Direct funding (5024 USD) & Staff time (9000 USD)	39000	
2. Supplies, Commodities, Materials	8000		8800		16800	
3. Equipment, Vehicles, and Furniture (including Depreciation)	4700		6000		10700	
4. Contractual services	55300		70000		125300	
5. Travel	2000		7000		9000	
6. Transfers and Grants to Counterparts	15800		10000		25800	
7. General Operating and other Direct Costs	7000		0		7000	
Total Direct Costs	116800		116800		233600	
8. Indirect Support Costs (Max. 7%)	8176	8176	16352			
TOTAL Costs	124976	5024	124976	14024	249952	19048

RESIDENT COORDINATOR
SIGNATURE

Name:
Garry Conille
Date and Signature



IOM Representative SIGNATURE	Keisha Livermore, Head of Office International Organization for Migration July 8, 2022 
UNESCO Representative SIGNATURE	Anna Paolini Director, Representative UNESCO Office in Kingston July 8, 2022 