



## 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 type="checkbox"/> Food <input type="checkbox"/> Energy <input checked="" type="checkbox"/> Finance
What are the areas of intervention that will be implemented by this proposal? Select all relevant intervention areas.	<input checked="" type="checkbox"/> Data collection/analytics <input checked="" type="checkbox"/> Analysis and forecasting <input 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

<b>MPTFO Project Reference Number</b>	<i>(Leave blank, for automatic population in Atlas)</i>
<b>Country</b>	MADAGASCAR
<b>Region</b>	AFRICA
<b>Joint programme title:</b>	Impact study of the War in Ukraine on development financing in Madagascar
<b>Outcomes(s): &lt;verbatim from CF&gt;</b>	
<b>Duration:</b>	Maximum 6 months, no later than 31 December 2022

Anticipated start and end dates:	07/2022 to 12/2022 (for Top-ups, extensions to no later than 31 December 2022)
<b>Short description</b> Max 300 words:	<p>In Madagascar, despite the immensity of development needs, financial flows in the form of development support over the last twenty years have been very modest and amount in volume to \$US 8.3 billion (AMP, 2022). Madagascar is experiencing socio-economic development well below its significant potential as an island country, its geographical position, its maritime resources, the richness of its biodiversity, its tourist areas and a humid tropical climate conducive to much more productive agriculture. Economic growth remains erratic and not very inclusive, and the strategic planning frameworks adopted since the DSCRIP have only been partially implemented. Despite the strong potential, the mobilization and management of the different sources of financing for development (public / private; domestic / external) do not always make it possible to achieve the national objectives and the priority Sustainable Development Goals (SDGs).</p> <p>In the absence of systematic consultation on priority investment projects, the necessary financing and adequate public policies, the achievement of the SDGs has been hampered by difficulties in mobilizing resources on the one hand and by a series of violent cyclical shocks on the other. First, it is the COVID-19 pandemic since 2020. Secondly, a succession of climatic events in 2021 and 2022 and finally the consequences of Russia's invasion of Ukraine. This last event is a global shock and affects almost every continent in the world. The sanctions imposed by European countries against Russia have seriously disturbed the balance of international economic relations. Thus, development funding initially intended for African countries is diverted to European countries drastically affected by the war in Ukraine. In this particularly difficult context, what can Madagascar do to mitigate the effects of the crisis in Ukraine on the financing of its development? This issue deserves in-depth reflection, and this is what the study for which this concept note is produced will have to tackle.</p>
Resident Coordinator	Mr. Issa Sanogo; issa.sanogo@un.org
UN Joint Program RCO focal point	Ms. Hasina Rakotondrazafy; hasina.rakotondrazafy@un.org
PUNO Lead agency JP Focal point	United Nations Development Programme (UNDP), Ms Natasha van Rijn
Other PUNOs JP focal point	Agency, Name and contact email

	Agency, Name and contact email
	Agency, Name and contact email

<b>Total budget:</b>	
<b>Source of funds:</b>	
• UN Joint SDG Fund	up to \$250,000 (\$400,000 for MCOs)
• PUNO 1	
• PUNO 2	
•	
• Other sources	

<b>SDG Targets directly addressed by the Joint Programme</b>	<ul style="list-style-type: none"> <li>• <b>Target 1.a:</b> Ensure significant mobilization of resources from a variety of sources, including through enhanced development cooperation, in order to provide adequate and predictable means for developing countries, least developed countries, to implement programmes and policies to end poverty in all its dimensions;</li> <li>• <b>Target 1.b:</b> Create sound policy frameworks at the national, regional and international levels, based on pro-poor and gender-sensitive development strategies, to support accelerated investment in poverty eradication actions;</li> <li>• <b>Target 10.b:</b> Encourage official development assistance and financial flows, including foreign direct investment, to States where the need is greatest, in particular least developed countries, African countries, small island developing States and landlocked developing countries, in accordance with their national plans and programmes</li> <li>• <b>Target 17.1:</b> Strengthen domestic resource mobilization, including through international support to developing countries, to improve domestic capacity for tax and other revenue collection;</li> <li>• <b>Target 17.3:</b> Mobilize additional financial resources for developing countries from multiple sources;</li> </ul>
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<b><u>Gender Marker</u></b>	<p>Select only one from the options below</p> <p><input type="checkbox"/> GEN3: Have gender equality/women empowerment as the primary or principal objective.</p> <p><input type="checkbox"/> GEN2: Make a significant contribution to gender equality/women empowerment.</p> <p><input checked="" type="checkbox"/> GEN1: Make a limited contribution to gender equality/women empowerment</p> <p><input type="checkbox"/> GEN0: Make no contribution to gender equality/women empowerment</p>
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## 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.

Financing for development is one of the greatest challenges facing African States in general and Madagascar in particular. This challenge is receiving sustained attention from the international community, which has mobilized countries and their decision-makers to address it at various conferences under the United Nations. More than two decades after the outbreak of the international debt crisis, initiated by the Mexican failure to pay back its debt in 1982, the question of financing for development remains as acute as ever. If it was initially believed that the prescriptions of the Washington Consensus would succeed in resolving this crisis, it is now clear that the "neoliberal" approach to development has not produced the expected results. Indeed, the disengagement of the State and the multiplication of privatizations, the liberalization of trade and capital movements, as well as the massive use of external savings to finance development have contributed to the increase in inequalities between countries but also within them, and to the increase in external debt without achieving a significant reduction in poverty. Moreover, the increase in financial crises since the second half of the 1990s has led to growing instability that is weakening developing countries.

At the level of Madagascar, despite the immensity of development needs, financial flows in the form of development support over the last twenty years have been very modest and amount in volume to \$US 8.3 billion (AMP, 2022). Madagascar is experiencing socio-economic development well below its significant potential as an island country, its geographical position, its maritime resources, the richness of its biodiversity, its tourist areas and a humid tropical climate conducive to much more productive agriculture. Economic growth remains erratic and not very inclusive, and the strategic planning frameworks adopted since the DSCR have only been partially implemented. Despite the strong potential, the mobilization and management of the different sources of financing for development (public / private; domestic / external) do not always make it possible to achieve the national objectives and the priority Sustainable Development Goals (SDGs).

	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021
<b>Tax-GDP ratio</b>	13	10,7	9,8	10,5	10,1	10,7	10,3	10,8	11,4	11,9	12	10,6	9,5	10,4
<b>OAD/GDP</b>	8,1	4,4	4,6	3,9	3,2	4,1	4,6	6	5,3	5,8	4,9	5,8	6,9	5,3
<b>FDI/GDP</b>	10,6	13,4	9,1	7,2	7,1	4,6	4,4	2,9	4,6	3,5	4,1	2,6	1,8	1,5
<b>Remittances/GDP</b>	3	2,9	4,5	3	2,9	2,9	2,8	2,9	2,7	2,6	3,0	2,9	3,8	3,6

Sources : Government Budgets, World Bank, OECD databases and calculations

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In the absence of systematic consultation on priority investment projects, the necessary financing and adequate public policies, the achievement of the SDGs has been hampered by difficulties in mobilizing resources on the one hand and by a series of very violent cyclical shocks on the other. First, it is the COVID-19 pandemic since 2020. Secondly, a succession of climatic events in 2021 and 2022 and finally the consequences of Russia's invasion of Ukraine. This last event is a global shock and affects almost every continent in the world. The sanctions imposed by European countries against Russia have seriously disturbed the balance of international economic relations. Thus, development funding initially intended for African countries is diverted to European countries drastically affected by the war in Ukraine. In this particularly difficult context, what can Madagascar do to mitigate the effects of the crisis in Ukraine on the financing of its development? This issue deserves in-depth reflection, and this is what the study for which this concept note is produced will have to tackle.

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**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.

In perspective, in order to achieve Madagascar's development objectives (and in particular the overarching objective of poverty reduction), the country must increasingly rely on the mobilization of its own domestic resources, i.e. a significant increase in its savings, investment and tax revenues (supplemented by long-term private capital inflows and sustained trade revenues). An important but still largely untapped source of domestic resources due to the insufficient development of financial systems is the savings of the poor, which can be particularly important for development at the local level, where savings and credit schemes are often non-existent. From this point of view, it is essential at the strategic level to promote the development of the informal microfinance sector and its gradual integration into the formal financial sector, which is crucial for pro-poor growth and poverty reduction.

This proposal sets the scene for a study that will explore the different impacts of the current global economic shock of the war in Ukraine on financing for development in Madagascar.

In view of the enormous challenge posed in terms of financing for development by the dual objective of achieving both the SDGs and joining the pack of emerging countries by 2030, as well as the diversion of international financial flows to European countries affected by the consequences of the war in Ukraine, the use of the process of setting up a national integrated financing framework (CNFI/INFF) is beneficial. An INFF can be understood as a system of policies and institutional structures aimed at enabling the government to take a comprehensive

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approach to mobilizing and managing the financing of national development strategies. This framework will be an appropriate tool for carrying out appropriate reforms with a view to creating an enabling environment for the sound financing of the SDGs. In this perspective, and to support the efforts to mobilize resources for Madagascar, the allocation and effective use of these resources for the implementation of the 2030 Agenda of the SDGs, it is necessary to first conduct work on the assessment of financing for development (EFD/DFA). The DFA was initiated by UNDP as a tool to help countries establish integrated national financing frameworks (INFFs) for the SDGs, as set out in the Addis Ababa Action Agenda and endorsed at the 3rd International Conference on Financing for Development.

This work will allow the country to:

- (i) clearly understand Madagascar's financial context and thus identify challenges and opportunities to achieve the goals and targets of the SDGs. Using the INFF concept, the DFA will analyze the strengths and weaknesses of the government's institutional structures and policy framework to mobilize and program financing for development.
- (ii) map and analyze development finance flows (by source: domestic/external, and by category: public or private). On the domestic side, public sources are tax and non-tax revenues and private sources are private investments and resources of philanthropic organizations. On the external side, public sources include ODA, climate finance and South-South cooperation and private sources such as foreign direct investment (FDI), migrant remittances and private borrowing. It will also analyse the impact of Ukraine on these resource flows to Madagascar.
- (iii) make an assessment of relevant policies, institutional arrangements, technical systems and tools and human resource capacity to mobilize, manage, deliver, monitor and report on existing and future flows, as well as recommendations on the way forward.
- (iv) assess opportunities to use existing financial flows and identify potential future sources, including innovative financing for the implementation of national development strategies and the SDGs;
- (v) assess existing institutional capacities and coherence to mobilize, allocate and absorb financial flows towards the achievement of the national development plan and the SDGs;
- (vi) and develop strategic recommendations for a roadmap and action plan aimed at greater coherence and efficient use of public and private financial flows for the MSP including the areas of the legal and institutional framework to improve development effectiveness.

The study will also provide the Government of Madagascar and the various technical and financial partners (TFPs) with data and analysis on the quality of their financing frameworks and systems to link national development priorities and financing for development. With this in-depth assessment of the different public, private, domestic and international financial flows for Madagascar, the DFA will also make the necessary recommendations on how the Government of Madagascar and its TFPs could develop the Integrated National Financing Framework (CNFI/INFF) to ensure that the different sources of development finance are managed in a coherent manner, promoting the achievement of the SDGs. It will provide a set of recommendations to support the strengthening of institutional structures and policies related to the mobilization and management of financing for development. Finally, it will involve a highly consultative process as managing financing for development requires a collective

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	<p>effort by several parts of government, the private sector, civil society and several development partners most especially given the impact that the Russia-Ukraine conflict is already having on this sector. The results and recommendations of the FDFA should assist in the elaboration and implementation of Madagascar's development strategies and the SDGs while also seeking to identify measures to mitigate the impact of the Ukraine crisis on the country's resource flows.</p> <p>Apart from the fact that the conflict in Ukraine also undermines the development aid provided by Western nations to some of the world's poorest nations such as Madagascar, the global repercussions of the Ukrainian crisis - already being felt in rapidly rising food, commodity and energy prices - could undermine official aid efforts to assist aid-orphaned countries such as Madagascar, with a disastrous impact on the living standards of vulnerable people (around 80% of the population living on less than US\$1.9/day – WB source). The conflict in Ukraine will also have a significant impact on the growth prospects of key trading partners, reducing demand for Madagascar's exports and foreign exchange earnings to support the country's economic growth, and is expected to result in a drop in economic growth in 2022 to 2.6 per cent (less than half the previous forecast of 5.4 per cent) not conducive to pro-poor growth.</p> <p>The expected impact of the study proposed by this JP is to be able to develop strategies and public policies (micro, meso and macro) that contribute to poverty reduction, especially for the most vulnerable households living in extreme poverty, by increasing the government's capacity to finance its development agenda and deliver better public services.</p> <p>The JP will enable the government to identify the different sources of available finance and means of implementation to achieve the SDGs and to accelerate the reforms needed to implement a strategic, holistic and results-based approach to financing its development objectives and to guide the thinking on reforms.</p> <p>The analyses, reflections and recommendations from the study could form the basis of a post-Ukraine crisis resilience and development programme for vulnerable populations in Madagascar that the UNCT could capitalize on in an integrated joint country programme to support government in its drive to achieve the SDGs by 2030.</p> <p>The objective of the study is to identify and prioritize strategic interventions, bottlenecks, and acceleration solutions to address the Ukrainian crisis, and to plan the implementation and monitoring of actions to achieve Madagascar's prioritized targets for the achievement of the SDGs.</p>
<p><b>Governance and implementation arrangements</b></p>	<p>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.</p>



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The Resident Coordinator Office (RCO) will ensure the coherence of necessary technical inputs from UN agencies, the alignment to the United Nations for Sustainable Development Cooperation Framework (UNSDCF) and to the RC's mandate on development financing. The Resident Coordinator Office (RCO) will ensure the involvement of the internal UN coordination bodies like the United Nations Program Management Team (PMT) and United Nations Country Team (UNCT) to facilitate exchanges, inter-agencies discussions and collaboration within the UN.

UNDP take a lead to ensure the operational implementation of all activities foreseen in the workplan and fund management of this JP. UNDP RR will lead the political engagement with the Minister of Economy and Finance which will have the strategic and political lead of the JP. UNDP will also ensure that the UNCT is fully informed and involved in the progress of the study notably in the identification of possible response measures. Since this pilot can build on the ongoing DFA and INFF processes, UNDP will ensure the involvement of the Ministry of Economy and Finance, and its Director General of Finance in collaboration with the Director General of Economy and Planning in the process and validation of the study that is the subject of this JP. To this end, the Ministry of Economy and Finance will facilitate the coordination and implementation of the JP with the other ministries involved, notably the Ministry of Agriculture, with the collaboration of WFP, FAO, IFAD, specifically on the impact of funding and financing food security sector, the Ministry of Industry, Trade and Consumption, the Ministry of Energy and Hydrocarbons, the Ministry of Population and Social Protection, in partnerships with OIT, UNICEF to handle with a long-term vision on financing social protection and Women's Empowerment, and the Ministry of Foreign Affairs, in particular its Diaspora Directorate, with close collaboration with IOM, to deal with innovative finance like diaspora bonds. The involvement of the Director General (DG) of Finance for his commitment to the DFA/INFF exercise and PFM support, the DG of Tax Administration and Customs for domestic resource mobilization, the Director General of Economy and Planning for micro-simulations and cost analyses of the SDGs, and the DG of INSTAT on the monitoring of SDG progress indicators will be put to good use in the framework of this JP. The Budget Directorate, under the direction of the Director General of Finance, will coordinate the implementation of the performance-based budgeting reform in line ministries, noted above. A small Steering Committee, composed of members of the main administrative bodies (Economy and Planning, Tax, Budget, Diaspora and Finance) and UN agencies involved, will be put in place to oversight the programme.

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**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

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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:** UNDP

**Agreement title:** Agreement between the Government of the Republic of Madagascar and the United Nations Development Programme

**Agreement date:** 19 march 1991

Workplan												
Outcome 1		By 2022, an impact study of the Ukrainian crisis on Madagascar's development financing is being undertaken to identify the current status and prospects for financing flows and to suggest a roadmap of key financing solutions to be implemented										
Output	Target/s	List of activities	Time frame <i>Customize as relevant</i>				PLANNED BUDGET				PUNO/s involved	Implementing partner/s involved
					Q3	Q4	Overall budget description	Joint SDG Fund (USD)	PUNO Contributions (USD)	Total Cost (USD)		
Output 1.1 : Ensure the availability of resource persons, materials and equipment for the implementation of the in-depth study of the impacts of the Russian-Ukrainian crisis on access to financing for Madagascar's development		1.1.1. Purchase of computer equipment (laptops, photocopier, printers, video projector, Wifi connection)			X		112 500	112 500	0	112 500	UNDP	
		1.1.2. AAF Recruitment			X							
		1.1.3. Recruitment of consultants (1 international consultants, 2 national consultants)			X							
Output 1.2 : Mapping and analysis of the financing of development flows and their associated policy and institutional frameworks, as well as local and regional		1.2.1. Field mission for the collection/triangulation of data and information on existing development financing in the regions under consideration of local and regional			X	X	55 000	55 000	0	55 000	UNDP	

potentialities/niches are available	potentialities/niches to mitigate the crisis;										
	1.2.2. Focus group workshop at national and regional level to identify current flows of internal and external financing of the economy, and the real potential for broadening and deepening sources of financing for development			X	X						
<b>Output 1.3 : The validation and dissemination of the in-depth study of the impacts of the Russian-Ukrainian crisis on access to financing for Madagascar's development are effective.</b>	1.3.1. Organize a validation workshop of the preliminary draft of the study of the impacts of the Russian-Ukrainian crisis on access to financing for the development of Madagascar;				X	65 000	65 000	65 000	UNDP		
	1.3.2. Organize a workshop to public present the impact study of the Russian-Ukrainian crisis on access to financing for Madagascar's development.				X						

		1.3.3. Infographic, printing and dissemination of the Report on the Impact Study of the Russian-Ukrainian Crisis on Access to Development Finance in Madagascar				X					
<b>Output 1.4 : Ensure project management</b>		Recovery costs (7%)			X	X	17 500	17 500		<b>17 500</b>	UNDP

### 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					
Although political stability is expected to continue, Madagascar remains a fragile country and the situation could potentially deteriorate and affect political stability in the medium term with the exogenous shocks of Covid-19 and the socio-economic impact of the Ukrainian crisis	9	3	3	The impact study that will be the subject of this JP will explore the various impacts of the current global economic shock of the war in Ukraine on development financing in Madagascar, complementing the ongoing DFA/INFF exercise, and whose recommendations will enable countries to be resilient in the face of the medium-term impacts of this crisis and to mobilize the various development finance flows that are available	UNDP

Programmatic risks					
A delay in the recruitment of consultants to conduct a study on the impact of the Ukrainian crisis on access to development financing may undermine the impact of the JP	6	3	2	A mitigation plan at the level of our contracting unit for the contracting of services will be put in place to accelerate the procedures and processing of files	UNDP
Institutional risks					
The design of the JP is focusing on multiple areas and various ministries in addition to the Ministry of Economy and Finance. Weak coordination between ministries may undermine the impact of the JP.	6	3	2	Technical assistance efforts will be deployed to ensure that the Ministry of Economy and Finance will be able to properly coordinate the JP across sectoral ministries.	UNDP

Likelihood	Occurrence	Frequency	Consequence	Result
Very Likely	The event is <b>expected</b> to occur in most circumstances	Twice a month or more frequently	<b>Extreme</b>	An event leading to <b>massive or irreparable</b> damage or disruption
Likely	The event <b>will probably</b> occur in most circumstances	Once every two months or more frequently	<b>Major</b>	An event leading to <b>critical</b> damage or disruption
Possibly	The event <b>might</b> occur at some time	Once a year or more frequently	<b>Moderate</b>	An event leading to <b>serious</b> damage or disruption
Unlikely	The event <b>could</b> occur at some time	Once every three years or more frequently	<b>Minor</b>	An event leading to <b>some</b> degree of damage or disruption
Rare	The event <b>may</b> occur in exceptional circumstances	Once every seven years or more frequently	<b>Insignificant</b>	An event leading to <b>limited</b> damage or disruption

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



**Budget per UNSDG Categories**

UNSDG BUDGET CATEGORIES	PNUD		PUNO 2 name		PUNO 3 name		PUNO 4 name	
	Joint SDG Fund (USD)	PUNO Contribution (USD)	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	3 000		0					
2. Supplies, Commodities, Materials	0		0		0		0	
3. Equipment, Vehicles, and Furniture (including Depreciation)	19 500		0		0		0	
4. Contractual services	165 000		0		0		0	
5. Travel	20 000		0		0		0	
6. Transfers and Grants to Counterparts	0		0		0		0	
7. General Operating and other Direct Costs	26 145		0		0		0	
<b>Total Direct Costs</b>	<b>233 645</b>		<b>0</b>		<b>0</b>		<b>0</b>	
8. Indirect Support Costs (Max. 7%)	16 355		0		0		0	
<b>TOTAL Costs</b>	<b>250 000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

**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 received documentation from Participating Organizations demonstrating Committed amounts where applicable. I also confirm that the PUNOs' indirect cost does not exceed 7%.

<b>RESIDENT COORDINATOR</b>	<b>Name:</b>	
<b>SIGNATURE</b>	<b>Date and Signature</b>	

<b>PUNO Representative SIGNATURE</b>	<b>Name, Title:</b> Date and Signature	 Representante residente UNDP Madagascar
<b>PUNO Representative SIGNATURE</b>	<b>Name, Title:</b> Date and Signature	Coffi Agossou  Représentant résident de l'OIT 10 juin 2022
<b>PUNO Representative SIGNATURE</b>	<b>Name, Title:</b> Date and Signature	
<b>PUNO Representative SIGNATURE</b>	<b>Name, Title:</b> Date and Signature	