Annex III: List of Joint Gender Programmes with Programme Documents not Identified 2006-2010

1. Bolivia, Seguridad Humana para Adolescentes; el empoderamiento y la proteccion contra la violencia, el embarazo precoz, la mortalidad materna y el VIH SIDA (UNFPA, UNICEF, WHO). Identified in UNFPA database (2009) and marked as being implemented.

2. Cuba, UNAIDS agenda accelerated country action for women, adolescents, gender equality and HIV (UNFPA, WHO). Identified in UNFPA database (2010) and marked as being implemented.


4. Guinea Bissau, Egalité de genre et renforcement des moyens d'action des femmes (UNDP, UNFPA, UNIFEM, UNODC). Identified in UNFPA database (2009) and marked as being implemented.

5. Madagascar, Appui à la reduction de la vulnerabilité des femmes en Age de Procreer dans le Sud (UNFPA, WHO). Identified in UNFPA database (2010) and marked as being implemented.


7. Rwanda, Support the promotion of gender and women entrepreneurship development in Rwanda (UNIFEM, ILO). While the study team was able to locate the programme proposal, this includes limited information.

8. Sao Tome and Principe, Strengthened capacity of national and local institutions to advance gender equality (UNDP, UNFPA). Identified in UNFPA database (2009) and marked as being implemented.


Annex V: List of Stakeholders Consulted

1. JGP Coordinator Guatemala, Mariel Aguilar
2. JGP Coordinator Colombia, Flor Diaz
3. JGP Coordinator Ethiopia, Ane Etxebarria
4. JGP Coordinator Morocco, Yasmina Sarhrouny
5. JGP Coordinator Namibia, Jacinta Hofnie
6. JGP Coordinator oPT, Hanna Nakhleh
7. MDG-Fund, Evaluation advisor, Adan Ruiz Villalba
8. MDG-Fund, Gender Specialist, Patricia Fernandez-Pacheco
9. MDG-Fund, Knowledge Management Focal Point, Brazil (in place of JP Coordinator Andrea Acebedo,)
10. MDG-Fund, Senior Advisor, Jose Antonio Gonzalez Mancebo
11. UN Resident Coordinator Morocco, Bruno Pouezat
12. UN Women, Institutional Development Team, S.K. Guha
13. UN Women, Institutional Development Team, Jennifer Cooper
14. UNDP/BDP/Capacity Development Group Policy Specialist, Asoka Kasturiarachchi
15. UNDP/BDP/Gender Group, Gender Advisor, Raquel Lagunas
16. UNFPA, Division of Oversights Chief Evaluation Section, Louis Charpentier
17. UNFPA, Technical Division, M&E Advisor, Edilberto Loaiza
18. UNFPA, Technical Division Gender Advisor, Gayle Nelson
19. UNICEF, Evaluation Specialist, Sam Momanyi
20. UNICEF, Gender Specialist, Noreen Khan
21. United Nations Trust Fund to End Violence against Women, Chief (and former UNIFEM Regional Programme Director for East Africa), Meryem Aslan
22. UN Women, East and Southeast Asia Regional Office, Representative and Regional Programme Director, Moni Pizani
23. UN Resident Coordinator, Nepal, Robert Piper
24. UN Women Transition Team and former UNIFEM Country Director Albania, Christine Arab
25. MDTF, Deputy Executive Coordinator, Henriette Keijzers
26. UN WOMEN Pakistan, Country Programme Director, Alice Harding Shackelford
27. FAO Director of the Gender, Equity and Rural Employment Division, Ms Marcella Villarreal
28. WHO, Department of Gender, Women and Health, Islene Araujo de Carvalho
29. UNDG/DOCO Liudmila Barcari
30. UNDG/DOCO Pervez Hassan
**Annex VI: List of Documents Consulted**

1. Arbulú Angélica, Mid-Term Evaluation Inter-agency Brazil - Programme for the Promotion of Gender and Ethnic-Racial Equality, MDG-Fund

2. Arbulú Angélica, Mid-Term review of the programme: Integral strategy for the prevention and awareness of all forms of gender-based violence in Colombia, MDG-Fund


4. Beasca Joel, Mid-Term Evaluation Gender Equality - Social, Political and Economic in the OPT

5. Beasca Joel, Mid-Term Evaluation supporting gender equality and women's rights in Timor Leste, MDG-Fund

6. Beck Tony, Mid-Term Evaluation of the Joint Programme on Gender Equality in Viet Nam, MDG-Fund

7. Bekaye Marieme, Support to involve women in decision making process in Mauritania

8. Coupal Françoise, Mid-Term Evaluation - “From Rhetoric to Reality”: Promoting Women’s Participation and Gender Responsive Budgeting in Nicaragua, MDG-Fund

9. Coupal Françoise, Mid-Term Evaluation Fortalecimiento la Institucionalidad de las mujeres en Guatemala, MDG-Fund

10. Coupal Françoise, Mid-Term Evaluation Productive patrimonial assets building and citizenship programme for women in extreme poverty in Bolivia, MDG-Fund


14. Dajani Souad, Evaluation of support to effective women's participation in public life at the local municipal level in Jordan

15. Dawson Elsa, Mid Term Evaluation Albania Support to the Implementation of NSGE-DV – Advancing Democratic Governance in Albania


20. Gonzalez Concepción, Evaluation report of
Annex VI: List of Documents Consulted

21. IFAD, *IFAD’s Performance with regard to Gender Equality and Women’s Empowerment*, 2010
22. ILO, *Thematic evaluation report: Gender issues in Technical cooperation, 2005*
23. Kabuch Hope, *Mid-Term Evaluation Ethiopia, Leave no women behind*, MDG-Fund
24. Kabuch Hope, *Mid-Term Evaluation- Setting things right -towards equality and equity in Namibia*, MDG-Fund
27. LAYOUN W-Emmanuel, *Mid-Term Evaluation Programme for the fight against gender-based violence through the empowerment of women and girls in Morocco*, MDG-Fund
29. MDG-Fund, *“Guidance for the development of gender responsive Joint Programmes”*, XXX
30. MDG-Fund, *“Implementation guidelines for MDG Achievement Fund Joint Programmes”*, 2009
31. MDG-Fund, *“Joint Programme Monitoring Report: Gender Equality and Women Empowerment Window”, XXX*
32. MDG-Fund, *“Lessons learned Experience sharing meeting”, Amman, Jordan, 2011*
33. MDG-Fund, *“Overview of MDG-F Midterm evaluations on Culture and Development Thematic Window”, 2010*
34. MDG-Fund, *“Overview of MDG-F Midterm evaluations on Environment and Climate Change Thematic Window”, 2010*
37. Morch, Jesper and Jordan Ryan, *“United Nations Reform: A Country Perspective”, XXX*
38. NORAD, *“Lessons from Evaluations of Women and Gender Equality in Development Cooperation”, 2006*
40. OCHA, *“Joint Humanitarian Impact Evaluation: report on consultations”, 2011*
42. Sikumba-Dils Muchimba, *Mid-Term Evaluation Angola Joint Gender Programme*
43. UN ECOSOC, *MINISTERIAL DECLARATION – 2010 HIGH-LEVEL SEGMENT, “Implementing*
the internationally agreed goals and commitments in regard to gender equality and empowerment of women”, 2010

44. UN Habitat, Forward Looking Evaluation of Gender Mainstreaming in UN-HABITAT, 2003

45. UN Women, “Statement to the First Regular Session of the Executive Board”, 2011


47. UNAIDS, “Guidance paper on Joint UN programmes of support on AIDS”, 2009


49. UNDG, “Guidance Note on Establishing, Managing and Closing Multi-Donor Trust Funds”, 2011


52. UNDP, Evaluation of gender mainstreaming, 2006


54. UNEG, “Delivering as One on Gender Equality - Lessons from draft Country-led Evaluations”, 2009


56. UNEG, “Lessons learned from UNEG support to the country-led evaluation of Delivering


60. UNFPA, Programme Progress Report - The Joint Programme on Women’s Empowerment and Gender Equality in Mozambique


A) Parallel fund management: This fund management option is likely to be the most effective and efficient when the interventions of participating UN organizations are aimed at common results, but with different national, sub-national and/or international partners. Under this option, each organization manages its own activities within the common work plan and the related budget, whether from Regular or Other Resources.

Pooled fund management: This fund management option is likely to be the most effective and efficient when participating UN organizations work for common results with a common national or sub-national partner (e.g. Department, provincial office, NGO) and/or in a common geographical area. Under this option, participating UN organizations pool funds together to one UN organization, called the Managing Agent, chosen jointly by the participating UN organizations in consultation with the (sub-national partner) elements to be considered in the selection of the MA are listed in Annex B, paragraph B.6).

B) The Managing Agent is accountable for supporting the (sub-)national partner in managing the joint programme in line with the common work plan, specifically for timely disbursement of funds, and supplies and for coordinating technical inputs by all participating UN organizations. The MA also follows up with the (sub-) national partner on implementation, and is accountable for narrative and financial reporting to the joint programme coordination mechanism. The MA may engage in resource mobilization for the joint programme, in consultation with government and participating UN organizations.

C) Pass-through fund management: Under this option, two or more organizations develop a joint programme, identify funding gaps and submit a joint programme document to donor(s). If the donor(s) and participating UN organizations agree to channel the funds through one participating UN organization, then the pass-through modality applies. The UN organization channelling resources, hereinafter called the Administrative Agent (AA) will be selected jointly by all participating UN organizations in consultation with Government (elements to be considered in the selection of the AA are listed in Annex C, paragraph C.4). The common work plan would clearly indicate the activities to be supported by each of the participating UN organizations. The indirect costs to be charged by each organization would be reflected in the respective budgets. The programmatic and financial accountability will rest with the participating UN organizations and (sub-)national partners that would be managing their respective components of the joint programme.

The pass-through mechanism may also be used as a funding mechanism in broad national level planning and resource mobilization processes, most commonly for special Trust Funds approved for emergency purposes. In such cases, unless there is common work plan around specific results, the pass-through is used as a funding mechanism but is outside the framework of a joint programme.

Operational details on each of the fund management options are provided in self-standing Annexes A-C. Annexed are also Standard Letter of Agreements and Memoranda of Understanding to be used for the pooling and pass-through fund management options (Annexes F-H).

5 Adapted from UNDG Guidance Note on Joint Programming, 2003
Combination of options: Joint programmes may require a combination of fund management options. For example, participating UN organizations might decide to pool funds under a Managing Agent for those parts of a joint programme to be managed jointly, while other parts of the joint programme would be managed through parallel funding, within the overall framework of the joint programme. Where this occurs, it is especially important that participating UN organizations inform each other of source of funds allocated to the joint programme, independent of the fund management option, and conduct any resource mobilization efforts for the joint programme in a coordinated manner.

Under a combination of options, an aggregated/consolidated budget for a joint programme will include resources allocated under each fund management option used for the joint programme. Aggregated / consolidated reporting (both narrative and financial) will likewise include each of the fund management options used in the joint programme.