**Joint Programme Document**

- Template *(final)* -

* *Use Verdana font 10; no line spacing (if no formatted in tables otherwise).*
* *Delete instructions before finalizing the document.*
* *For all aspects of the ProDoc not covered in this template, consult the* [*UNDG Guidance note on joint programmes*](https://unsdg.un.org/sites/default/files/Guidance-Note-on-Joint-Programmes.pdf)*.*
* *The following quality assurance criteria will be applied (from the Operational guidance of the Joint SDG Fund):*
  + *Adequate use of the required template for Joint Programme.*
  + *Fully developed Theory of Change, with mechanism for its iterative application.*
  + *Results Framework, including indicators from the Joint SDG Fund Results Framework.*
  + *Stakeholder mapping and analysis, with the particular focus on marginalized and vulnerable (i.e. operationalization of Leaving No One Behind).*
  + *Management arrangements with the government in the leading role and based on partnerships with other stakeholders.*
  + *Monitoring, reporting and evaluation plan; Communication plan; Learning and sharing plan; Risk Management plan.*

**A. COVER PAGE**

**1. Fund Name**: Joint SDG Fund

**2. MPTFO Project Reference Number** *(leave blank / automatically populated in Atlas)*

**3. Joint programme title**: *(80-100 characters max)*

**4. Short title**: *(30 characters max)*

**5. Country and region:**

**6. Resident Coordinator**:*(name and contact email)*

**7. UN Joint programme focal point**: *(name, organization and contact email)*

**8. Government Joint Programme focal point**: *(name, organization and contact email)*

**9. Short description**: *(1-2 paragraphs on programme’s focus and expected results)*

**10. Keywords:** *(5-8, to be used for search in Gateway 2.0)*

**11. Overview of budget** *(based on the detailed budget in the annex)*

|  |  |
| --- | --- |
| **Joint SDG Fund contribution** | **USD ,XXX.00** |
| Co-funding 1 *(indicate source)* | USD ,XXX.00 |
| Co-funding 2 *(indicate source)* | USD ,XXX.00 |
| **TOTAL** | **USD ,XXX.00** |

**12. Timeframe:**

|  |  |  |
| --- | --- | --- |
| **Start date** *(day/month/year)* | **End date**  *(day/month/year)* | **Duration** (in months) |
|  |  |  |

**13. Gender Marker**:

*(the overall score (0-3) based on the Gender Marker Matrix in the annex. See the supporting instruction on Gender matrix preparation)*

**14. Target groups** *(including groups left behind or at risk of being left behind)*

*(delete all groups that are not influenced, and then indicate with “x” whether direct or indirect)*

|  |  |  |
| --- | --- | --- |
| **List of marginalized and vulnerable groups** | **Direct influence** | **Indirect influence** |
| Women |  |  |
| Children |  |  |
| Girls |  |  |
| Youth |  |  |
| Persons with disabilities |  |  |
| Older persons |  |  |
| Minorities (incl. ethnic, religious, linguistic...) |  |  |
| Indigenous peoples |  |  |
| Rural workers |  |  |
| Human rights defenders (incl. NGOs, journalists, union leaders, whistleblowers…) |  |  |
| Migrants |  |  |
| Refugees & asylum seekers |  |  |
| Internally displaced persons |  |  |
| Stateless persons |  |  |
| LGBTI persons (sexual orientation and gender identity) |  |  |
| Persons of African Descent (when understood as separate from minorities) |  |  |
| Persons affected by (HIV/AIDS, leprosy…) |  |  |
| Persons with albinism |  |  |
| Persons deprived of their liberty |  |  |
| Victims or relatives of victims of enforced disappearances |  |  |
| Victims of (slavery, torture, trafficking, sexual exploitation and abuse...) |  |  |
| Other groups: |  |  |

**15. Human Rights Mechanisms related to the Joint Programme**

*(select relevant ones from the list of mechanisms provided in the accompanying document)*

**16. PUNO and Partners:**

*(PUNO stands for Participating UN Organizations and include all entities involved in implementation. For each include: Organization, Last Name, First Name, Position, e-mail, telephone, Skype)*

***16.1 PUNO***

* Convening agency:
* Other PUNO:

***16.2 Partners***

* National authorities:
* Civil society organizations:
* Private sector:
* IFIs
* Other partners:

**SIGNATURE PAGE**

*Complete the table below, have it signed, scan, and insert it into the ProDoc*

|  |  |
| --- | --- |
| **Resident Coordinator**  *Date and Signature* | **National Coordinating Authority**  *Name of institution*  *Name of representative*  *Date*  *Signature and seal* |
| **Participating UN Organization** (lead/convening)  *Name of PUNO*  *Name of Representative*  *Date*  *Signature and seal* |
| **Participating UN Organization**  *Name of PUNO*  *Name of Representative*  *Date*  *Signature and seal* |
| **Participating UN Organization**  *Name of PUNO*  *Name of Representative*  *Date*  *Signature and seal* |
| **Participating UN Organization**  *Name of PUNO*  *Name of Representative*  *Date*  *Signature and seal* |

**B. STRATEGIC FRAMEWORK**

**1. Call for Proposal**: Building Resilience and Ending Vulnerability in Small Island Developing States (3/2021)

**2. Relevant Joint SDG Fund Outcomes**

* Outcome 1: Integrated multi-sectoral policies to accelerate SDG achievement implemented with greater scope and scale.
* Outcome 2: Additional financing leveraged to accelerate SDG achievement.

*(delete if one of those is not relevant/applicable)*

**3. Overview of the Joint Programme Results** *(from the annex on Results Framework)*

3.1 Outcomes *(from UNSDCF and additional programme-related, if necessary e.g. COVID response strategies/plans)*

3.2 Outputs *(from UNSDCF/Joint work plans and additional programme-related, if necessary)*

**4. SDG Targets directly addressed by the Joint Programme**

3.1 List of targets *(max 3-10 – for each target there will be a requirement to provide baseline and then measure progress at the end of the joint programme.)*

3.2 Expected SDG impact*(1 paragraph on acceleration of progress on achieving selected SDG targets to be catalysed at the end of the programme)*

**5. Relevant objective/s from the national SDG framework** *(max 5; indicate specific source, e.g. key result areas/KPIs of national plan or strategy)*

**6. Brief overview of the Theory of Change of the Joint programme**

5.1 Summary: *(1 paragraph)*

5.2 List of main ToC assumptions to be monitored: *(max 5-6, align with ToC of UNSDCF if it exists)*

**7. Trans-boundary and/or regional issues** *(list and briefly explain, if relevant)*

**C. Joint Programme description**

**1. Baseline and Situation Analysis**

**1.1 Problem statement**

*- State problem/sustainable development challenge that the project intends to address, drawing in concise manner on relevant analysis and information from the CCA and UNSDCF and outline contribution of the project to COVID-19 response*

*- Explain how addressing the problem would accelerate the progress on the SDGs and key priorities from the national SDG framework. Identify elements of other international frameworks, e.g. SAMOA Platform, Sendai and Paris Agreement, to which the project will contribute*

*- Explain the problem/s to be addressed within the broader problem space/context, emphasizing most critical needs/gaps that the joint programme will focus on and applying gender- and human rights-based lenses, using relevant tools and approaches*

*- Incorporate the analysis presented in the Gender matrix in the Annex. Fully integrate the leaving no one behind analysis, as per the* [*UNSDG Operational Guide for UNCTs on LNOB*](https://unsdg.un.org/sites/default/files/Interim-Draft-Operational-Guide-on-LNOB-for-UNCTs.pdf)*.*

*- Justify why focusing on this problem/s is more effective than focusing on other related problem/s.*

*- Max 3-4 page, not counting eventual graphs*

**1.2 Target groups**

*- Identify the groups and present summarize of the analysis of their needs. Include all target groups that will be influenced directly or indirectly.*

*- Summarized relevant recommendations of human rights mechanisms (as listed in the fact sheet earlier).*

*- Apply the* [*UNSDG operational guide on leaving no one behind*](https://unsdg.un.org/sites/default/files/Interim-Draft-Operational-Guide-on-LNOB-for-UNCTs.pdf) *by presenting analysis of groups that are left behind or at risk of being left behind. Relate this to CCA, when relevant.*

*- Max 2-3 pages, not counting eventual graphs*

**1.3 SDG targets**

*- List selected SDG targets that are in the focus of the joint programme and provide: a) baseline data to be used for measurement of progress at the end of joint programme and the methods to be used to measure progress by the end of the joint programme, b) current extrapolation of trends or expected progress until 2022, c) brief analysis of interlinkages amongst the targets, considering impact across the three dimensions of sustainable development and d) opportunities for systemic, accelerated change with the emphasis on bottlenecks, trade-offs and synergies, multiplier and catalytic effects.*

*- Max 2-3 pages, not counting eventual graphs*

**1.4 Stakeholder mapping**

*- Map all stakeholders / stakeholder groups and briefly explain their involvement, interest and relationships in the area addressed by the joint programme*

*- Max 2-3 pages, not counting eventual graphs*

**2. Programme Strategy**

**2.1. Overall strategy**

*- Summarize the main strategy for the programme and, in particular: a) why it is transformational (will deliver results at scale); b) how it is different from the conventional approach and/or alternative programme strategies; c) how it addresses the problem/s to accelerate the progress on achieving the selected SDG targets; d) what the added value of the UN will be; e) how it engages with related initiatives; f) how government will lead the joint programme and sustain and/or further scale its results; and g) what is the expected situation after the joint programme is completed.*

*- In addition, emphasize the approach to the target groups, in particular those left behind or at risk of being left behind. Relate this to recommendations from relevant human rights mechanisms.*

*- Show evidence of how this approach has worked in other areas, or how or why a new approach is being proposed.*

*- Explain the link to the mandate or strategic results of the involved UN agencies and the alignment with the UNDAF/UNSDCF*

*- Max 2 pages*

**2.2 Theory of Change**

*- There is no standard methodology for developing ToC in the UNDS, so different approaches could be used. However, the ToC needs to be presented as an anticipatory model of how the broader systemic change should emerge, and what the contribution of the joint programme is expected to be. This is not a plan or a results framework, but a model of an emerging reality that provides the context in which joint programme will operate. If that model changes, the ToC will need to change and joint programme modified or even redesigned – therefore, ToC is applied to enable iterative implementation, rather than as a roadmap. The ToC must demonstrate gender responsiveness, drawing on a gender analysis that makes gender differences and inequalities explicit. Within the broader ToC, the Results Framework of the joint programme elaborated its particular contribution, so ToC and Results framework as conceptually and practically very different. The joint programme might include anticipated attribution (development and/or financing additionality) to the broader change, but it is not required. In that case, pay attention to ensuring you will have the necessary data and funding for measuring the actual attribution later on.*

*- Ensure alignment with the broader ToC of UNDAF/UNSDCF, if it exists, and in particular how the joint programme contributes to it.*

*- Max 2-3 pages, divided into:*

*a) Summary (the same text as to be provided at the beginning of the ProDoc in the Strategic Framework section)*

*b) Detailed explanation: ToC narrative. Pay particular attention to explaining main outcomes/change and the linkages amongst them (the pathways / results chains); and specific contribution of the joint programme to the ToC, including the strategic entry/leverage points of the system that the joint programme will use to intervene in the system and contribute to the change.*

*c) ToC assumptions (the same as to be provided at the beginning of the ProDoc in the Strategic Framework section): select only the main assumptions underlying the key linkages in ToC. If the assumptions change the whole model might change. So, the joint programme will put particular focus on monitoring these assumptions and then inform the overall programme strategy and risks. These assumptions will be part of the monitoring updates and they are the same as those to be listed*

*- Note that you will need to include the graphical representation of ToC in the annex. It can be a simple diagram.*

**2.3 Expected results and impact**

*- List and describe each outcome and output, and how they relate. Indicate who from the partners will be accountable for delivering specific results. You may mention indicators and targets, but do not elaborate, as they will be presented in the annex (Results Framework). Emphasize ensuring capacity and preconditions of government to sustain the results. Refer to outcomes/outputs of the Joint SDG Fund, when relevant. Indicate trans-boundary and/or regional issues and links.*

*- Explain what is expected to happen next, i.e. after the joint programme is completed.*

*- Briefly indicate the expected progress on the selected SDG targets and how you plan to build synergies and address trade-offs amongst the selected SDG targets*

*- Describe the expected impact in terms of changed situation for the target group/s (i.e. the “end game”). Do it in the form of storytelling, as a future scenario for when the joint programme will end- and not longer than half a page.*

*- Avoid gender blind results, demonstrate that gender equality and the empowerment of women is visibly mainstreamed across outcomes and outputs, indicate how expected results bring change to women and/or men in the context of their gender norms, roles and relations.*

*- Max 2-3 pages, not counting eventual graphs*

**2.4 Financing**

*- Justify the budget in terms of the investment to SDG acceleration and “value for money”. Compare it with alternative ways of investing the resources provided to the joint programme, and why that would be less effective and/or efficient. Demonstrate long-term financial sustainability, after the end of the joint programme.*

*- Indicate how the proposed budget addresses gender inequality, based on gender analysis presented in the Gender matrix in the Annex.*

*- Describe briefly how the joint programme will leverage broader financing. This can relate to government (current or additional) investment and to investments of other partners (including World Bank and IFIs).*

*- Max 2-3 pages, not counting eventual graphs.*

**2.5 Partnerships and stakeholder engagement**

*- Explain and justify: a) how the government will lead the implementation of the joint programme; b) the unique contribution of PUNO and broader UNCT; c) strategic contributions from other partners; d) the ways in which other stakeholders (in particular, the target group/s) will be involved, including eventual tools/methods for participatory dialogue, co-design, and co-delivery.*

*- Explain how the joint programme will pool and mobilize expertise from across the UNDS at country, regional and global levels. Then explain how it will pool and mobilize expertise and/or support from beyond the UNDS at country, regional and global levels.*

*- Explain how you plan to engage global Joint SDG fund donors, in case they are present in the country and/or related to the joint programmes.*

*- Note that there is an annex with details on all related programmes/initiatives.*

*Max 2-3 pages, not counting eventual graphs.*

**3. Programme implementation**

**3.1 Governance and implementation arrangements**

*- Max 4-5 pages, not counting eventual graphs*

*- Explain the implementation arrangements and justify specific roles and responsibilities of RC/RCO, each PUNO, national partner and other formally involved organizations - as well as the means by which it will ensure integrated implementation and participatory decision-making within both UNCTs and on the national side. Do not explain the accountability for specific outputs and outcomes because it should be covered in the previous section. Focus on coordination, decision-making, reporting. Finally, demonstrate how the transaction will be reduced on the UNCT side.*

*- Demonstrate government leadership in specific terms, including how the results of the joint programme will be absorbed and then sustained by government and other stakeholders*

*- Explain why this is the best approach (comparing to alternative ones) including how it avoids introducing parallel structures to those that already exist, and confirm that existing structures and mechanisms of UNCT, government, and related programmes/initiatives are leveraged*

**3.2 Monitoring, reporting, and evaluation**

*The first part is standard text – do not change. You may add internal procedures and processes if needed.*

Reporting on the Joint SDG Fund will be results-oriented, and evidence based. Each PUNO will provide the Convening/Lead Agent with the following narrative reports prepared in accordance with instructions and templates developed by the Joint SDG Fund Secretariat:

* *Annual narrative progress reports*, to be provided no later than. one (1) month (31 January) after the end of the calendar year, and must include the result matrix, updated risk log, and anticipated expenditures and results for the next 12-month funding period;
* *Final consolidated narrative report*, after the completion of the joint programme, to be provided no later than two (2) months after the operational closure of the activities of the joint programme.

The Convening/Lead Agent will compile the narrative reports of PUNOs and submit a consolidated report to the Joint SDG Fund Secretariat, through the Resident Coordinator.

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. As a minimum, joint programmes will prepare, and submit to the Joint SDG Fund Secretariat, 6-month monitoring updates. 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. The joint programme will adequately allocate resources for monitoring and evaluation in the budget.

Data for all indicators of the results framework will be shared with the Fund Secretariat on a regular basis, in order to allow the Fund Secretariat to aggregate results at the global level and integrate findings into reporting on progress of the Joint SDG Fund.

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 done throughout the year.

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.

In addition, regular updates on financial delivery might need to be provided, per request of the Fund Secretariat.

After competition of a joint programmes, a final, *independent and gender-responsive[[1]](#footnote-1) evaluation* will be organized by the Resident Coordinator. The cost needs to be budgeted, and in case there are no remaining funds at the end of the joint programme, it will be the responsibility of PUNOs to pay for the final, independent evaluation from their own resources.

The programme will be subject to a joint final independent evaluation with an established arrangement for managing the joint evaluation. The final evaluation will be managed jointly by the PUNOs as per established process for independent evaluations, including use of a joint evaluation steering group and dedicated evaluation managers not involved in the implementation of the joint programme. The evaluations will follow the United Nations Evaluation Group’s (UNEG) Norms and Standards for Evaluation in the UN System, using the guidance on [Joint Evaluation and relevant UNDG guidance on evaluations](http://www.uneval.org/document/detail/1620). The management and implementation of the joint evaluation will have due regard to the evaluation policies of the PUNOs to ensure the requirements of those policies are met; and with use of appropriate guidance from PUNOs on joint evaluation. The evaluation process will be participative and will involve all relevant programme’s stakeholders and partners. Evaluation results will be disseminated amongst governments, donors, academic institutions and stakeholders of civil society (including workers’ and employers’ organizations) and a joint management response will be produced upon completion of the evaluation process to be made publicly available on the evaluation platforms or similar of the PUNOs and through the UNEG database.

**3.3 Accountability, financial management, and public disclosure**

*Standard text – do not change*

The Joint Programme will be using a pass-through fund management modality where UNDP Multi-Partner Trust Fund Office will act as the Administrative Agent (AA) under which the funds will be channeled for the Joint Programme through the AA. Each Participating UN Organization receiving funds through the pass-through has signed a standard Memorandum of Understanding with the AA.

Each Participating UN Organization (PUNO) 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 Programme in accordance with its own regulations, rules, directives and procedures. Each PUNO 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 programme 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.

Funding by the Joint SDG Fund will be provided on annual basis, upon successful performance of the joint programme.

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.

Each PUNO will take appropriate measures to publicize the Joint SDG Fund and give due credit to the other PUNOs. All related publicity material, official notices, reports and publications, provided to the press or Fund beneficiaries, will acknowledge the role of the host Government, donors, PUNOs, the Administrative Agent, and any other relevant entities. In particular, the Administrative Agent will include and ensure due recognition of the role of each Participating Organization and partners in all external communications related to the Joint SDG Fund.

**3.4 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:

Agreement title:

Agreement date:

**D. ANNEXES**

**Annex 1. List of related initiatives**

*Complete the table below*

|  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- |
| **Name of initiative/project** | **Key expected results** | **Links to the joint programme** | **Lead organization** | **Other partners** | **Budget and funding source** | **Contract person**  (name and email) |
|  |  |  |  |  |  |  |
|  |  |  |  |  |  |  |
|  |  |  |  |  |  |  |
|  |  |  |  |  |  |  |
|  |  |  |  |  |  |  |

**Annex 2. Overall Results Framework**

**2.1. Targets for Joint SDG Fund Results Framework**

*Set targets in the tables below, if relevant*

**Joint SDG Fund Outcome 1:** Integrated multi-sectoral policies to accelerate SDG achievement implemented with greater scope and scale

*(set the targets, where relevant)*

|  |  |  |
| --- | --- | --- |
| **Indicators** | **Targets** | |
| 2022 | 2023 |
| 1.1: integrated multi-sectoral policies have accelerated SDG progress in terms of scope[[2]](#footnote-2) |  |  |
| 1.2: integrated multi-sectoral policies have accelerated SDG progress in terms of scale[[3]](#footnote-3) |  |  |

**Joint SDG Fund Output 3:** Integrated policy solutions for accelerating SDG progress implemented

*(set the targets, where relevant)*

|  |  |  |
| --- | --- | --- |
| **Indicators** | **Targets** | |
| 2022 | 2023 |
| 3.1: # of innovative solutions that were tested[[4]](#footnote-4) (disaggregated by % successful-unsuccessful) |  |  |
| 3.2: # of integrated policy solutions that have been implemented with the national partners in lead |  |  |
| 3.3: # and share of countries where national capacities to implement integrated, cross-sectoral SDG accelerators has been strengthened |  |  |

**Joint SDG Fund Outcome 2:** Additional financing leveraged to accelerate SDG achievement

*(set the targets, where relevant)*

|  |  |  |
| --- | --- | --- |
| **Indicators** | **Targets** | |
| 2022 | 2023 |
| 2.1: Ratio of financing for integrated multi-sectoral solutions leveraged in terms of scope[[5]](#footnote-5) (disaggregated by source) |  |  |
| 2.2: Ratio of financing for integrated multi-sectoral solutions leveraged in terms of scale[[6]](#footnote-6) (disaggregated by source) |  |  |

**Joint SDG Fund Output 4:** Integrated financing strategies for accelerating SDG progress implemented

*(set the targets, where relevant)*

|  |  |  |
| --- | --- | --- |
| **Indicators** | **Targets** | |
| 2022 | 2023 |
| 4.1: # of integrated financing instruments/strategies that were tested (disaggregated by % successful / unsuccessful) |  |  |
| 4.2: # of integrated financing strategies that have been implemented with partners in lead[[7]](#footnote-7) |  |  |
| 4.3: # of functioning partnership/governance frameworks for integrated financing strategies to accelerate progress on SDGs made operational |  |  |

**Joint SDG Fund Operational Performance Indicators**

*(do not change or add – this is for information only so that teams know what they will be assessed against)*

* Level of coherence of UN in implementing programme country[[8]](#footnote-8)
* Reduced transaction costs for the participating UN agencies in interaction with national/regional and local authorities and/or public entities compared to other joint programmes in the country in question
* Annual % of financial delivery
* Joint programme operationally closed within original end date
* Joint programme financially closed 18 months after their operational closure
* Joint programme facilitated engagement with diverse stakeholders (e.g. parliamentarians, civil society, IFIs, bilateral/multilateral actor, private sector).
* Joint programme included addressing inequalities and the principle of “Leaving No One Behind”.
* Joint programme featured gender results at the outcome level.
* Joint programme undertook or draw upon relevant human rights analysis, and have developed or implemented a strategy to address human rights issues.
* Joint programme planned for and can demonstrate positive results/effects for youth.
* Joint programme considered the needs of persons with disabilities.
* Joint programme made use of risk analysis in programme planning.
* Joint programme conducted do-no-harm / due diligence and were designed to take into consideration opportunities in the areas of the environment and climate change.

**2.2. Joint programme Results framework**

*Complete the table below – add rows as needed.*

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| **Result / Indicators** | **Baseline** | **2022 Target** | **2023 Target** | **Means of Verification** | **Responsible partner** |
| Outcome 1 | | | | | |
| Outcome 1 indicator |  |  |  |  |  |
| Outcome 1 indicator |  |  |  |  |  |
|  |  |  |  |  |  |
| Output 1.1 | | | | | |
| Output 1.1 indicator |  |  |  |  |  |
| Output 1.1 indicator |  |  |  |  |  |
|  |  |  |  |  |  |
| Output 1.2 | | | | | |
| Output 1.2 indicator |  |  |  |  |  |
| Output 1.2 indicator |  |  |  |  |  |
|  |  |  |  |  |  |

**Annex 3. Theory of Change graphic**

*Insert the graphical representation of the Theory of Change. This could be even a simple diagram.*

**Annex 4. Gender marker matrix**

*Complete the table below, using the* [*instruction for gender marker scoring*](https://www.yammer.com/one-un/#/files/345021186048)*. The total score is the average of individual scores.*

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| **Indicator** | | **Score** | **Findings and Explanation** | **Evidence or Means of Verification** |
| *N°* | *Formulation* |
| 1.1 | Context analysis integrate gender analysis |  |  |  |
| 1.2 | Gender Equality mainstreamed in proposed outputs |  |  |  |
| 1.3 | Programme output indicators measure changes on gender equality |  |  |  |
| 2.1 | PUNO collaborate and engage with Government on gender equality and the empowerment of women |  |  |  |
| 2.2 | PUNO collaborate and engages with women’s/gender equality CSOs |  |  |  |
| 3.1 | Program proposes a gender-responsive budget |  |  |  |
| **Total scoring** | |  |  | |

**Annex 5. Budget and Work Plan**

**5.1 Budget per UNSDG categories**

*Use the table template in excel and, after finalizing it, insert it here.*

*Provide brief (max 1 page) justification for the overall table.*

**5.2 Budget per SDG targets**

*Use the table template in excel and, after finalizing it, insert it here.*

*Provide brief (max 1 page) justification for the overall table.*

**5.3 Work plan**

*Use the table template in excel and, after finalizing it, insert it here.*

*Provide brief (max 1 page) justification for the overall table.*

*Provide brief explanation for the budget allocated to monitoring, reporting and communications (max additional 1 page)*

**Annex 6. Risk Management Plan**

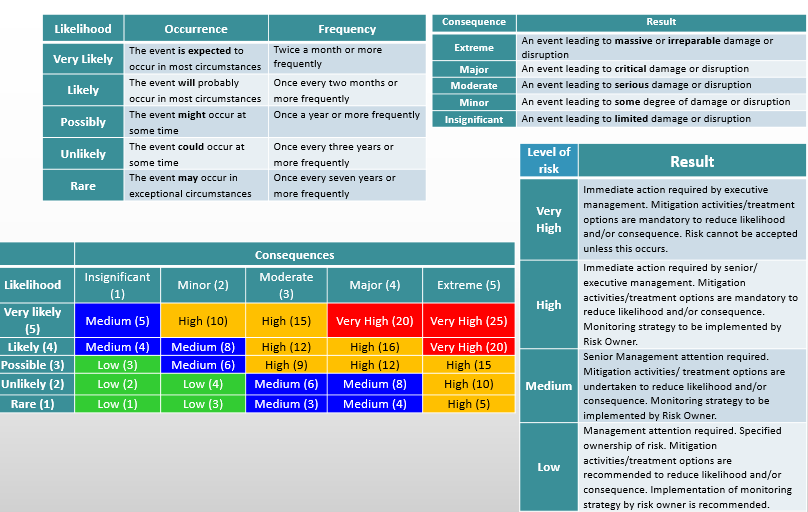
*Describe the overall risk management strategy (max 2 pages). Emphasize a systematic and structured risk management approach that is integrated into the processes and internal decision making and tailored to specific joint programme. It should include, besides identification of potential risks, assessment of their impact and likelihood, and design of mitigation measures also a rigorous process for documentation, evaluation and revision of the risks. Include Human Rights Diligence: measures that will be put in place to ensure that programme support is provided in a manner consistent with the purposes and principles as set out in the Charter of the United Nations and is compliant with and promotes the respect for international humanitarian, human rights, and refugee law.*

*When relevant, add aspects based on agency-specific approach (e.g. consideration of social and environmental standards and risks of UNDP)*

*Complete the Risk matrix table below*

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| **Risks** | **Risk Level:**  (Likelihood x Impact) | **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 | | | | | |
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|  |  |  |  |  |  |
| Programmatic risks | | | | | |
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| Institutional risks | | | | | |
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| Fiduciary risks | | | | | |
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*See further instruction below (and then delete the photo before finalizing the ProDoc)*



1. [How to manage a gender responsive evaluation, Evaluation handbook](http://www.unwomen.org/en/digital-library/publications/2015/4/un-women-evaluation-handbook-how-to-manage-gender-responsive-evaluation), UN Women, 2015 [↑](#footnote-ref-1)
2. Scope=substantive expansion: additional thematic areas/components added or mechanisms/systems replicated. [↑](#footnote-ref-2)
3. Scale=geographical expansion: local solutions adopted at the regional and national level or a national solution adopted in one or more countries. [↑](#footnote-ref-3)
4. Each Joint programme in the Implementation phase will test at least 2 approaches. [↑](#footnote-ref-4)
5. Additional resources mobilized for other / additional sector/s [↑](#footnote-ref-5)
6. Additional resources mobilized for the same multi-sectoral solution. [↑](#footnote-ref-6)
7. This will be disaggregated by (1) government/public partners (2) civil society partners and (3) private sector partners [↑](#footnote-ref-7)
8. Annual survey will provide qualitative information towards this indicator. [↑](#footnote-ref-8)