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| **UNCT-SWAP Gender Equality Scorecard Toolkit Resource** |
| What?*Quality assurance tool* for UN Country Team (UNCT) inter-agency Results Groups (RGs) and/or Gender Theme Groups (GTGs) in reviewing Joint Programs in line with indicator 2.1 of the UNCT SWAP Gender Equality scorecard. This tool is has been adapted for the UNCT-SWAP Toolkit from *Making Joint Gender Programmes Work* (UNDP 2017). | Why?This quality assurance tool to inform the development of UNCT’s joint programs, includes a checklist with consideration that can guide UNCTs agencies seeking to develop gender-responsive joint programmes. This document lays out ten principal steps to help guide the development of a Joint Programme in line with the minimum requirements for Performance Indicator 2.1 (criterion b). The resource also identifies success factors in implementing GEWE Joint Programs based on field experiences. |
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| **Performance Indicator 2.1 Joint Programs** |
| **Approaches Minimum Requirements** | **Meets Minimum****Requirements** | **Exceeds Minimum Requirements** |
| **a)** Gender equality is visibly mainstreamed into at least 50 percent of JPs operational at the time of assessment;**or** **b)** A Joint Program on promoting gender equality and empowerment of women is operational over current Cooperation Framework period in line with SDG priorities, including SDG 5. | **a)** Gender equality is visibly mainstreamed into all JPs operational at the time of assessment;**and****b)** A Joint Program on promoting gender equality and empowerment of women and girls is operational over current Cooperation Framework period in line with SDG priorities, including SDG 5. | Meets minimum requirements**and****c)** A system is in place to ensure gender mainstreaming in Joint Programs. |

**Principal Steps and Success Factors in Joint Gender Programmes (JGP)[[1]](#footnote-1)**

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| 1. Develop a comprehensive situation analysis | * Develop a Terms of Reference (TOR) reflecting relevant competencies and include expertise in gender equality and women’s empowerment (GEWE), and capacity to undertake complex analysis
* Identify past and existing initiatives addressing GEWE (relevant to the JGP focus)
* Assess capacities and strengths of partners and stakeholders (rights holders and duty bearers) transparently
* Review gender-related lessons learnt (evaluations, research) - including previous areas of collaboration, to identify opportunities and/or challenges
* Map available research and data, relevant to the area of programming and the gaps, and ways of plugging gaps
* Develop an analysis, building on the available sex-disaggregated and gender-sensitive data
* To ensure ownership of results of the analysis, identify national & sub-national organizations representing rights holders e.g., women’s rights organizations, women with disabilities & indigenous peoples, and facilitate their engagement at key stages of this process i.e., from development of TOR.
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| 2. Develop and articulate a shared vision and involve key stakeholders throughout all steps | * Develop a realistic timeline for a consultative process, to support consensus-building around a shared vision that highlights gender inequalities and possibilities for increasing GEWE
* Clarify what the UNCT wishes to achieve - and the long-term goals, based on the analysis
* Involve relevant UN gender advisors and/or focal points through the process
* Involve relevant national partners and stakeholders throughout i.e., National Women’s Machinery, other relevant government agencies, and representatives from civil society and academia (in line with the situational analysis), and ensure that their perspectives are integrated
* Develop outcomes and outputs and indicators and identify risks and assumptions through this process
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| 3. Determine capacities to implement  | * Determine the gender-related and other capacities needed to facilitate the operationalization of the JGP
* Based on the capacity assessment undertaken as part of the situational analysis, develop a capacity development plan tailored to the needs of the JGP and, and identify technical, mentoring, coaching or on-the-job training needs
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| 4. Engaging stakeholders  | * Define a clear plan of engaging with national partners from the start of the JGP, to support results, greater national ownership and sustainability
* Ensure engagement of senior managers in national partner agencies and the UN at key decision points
* Ensure engagement of UNCT gender advisors and/or gender focal points and technical staff with expertise
* Ensure that civil society representatives and community representatives (opinion leaders), are brought into consultations
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| 5. Design the Joint Programme  | * Clarify which UN agency will be the lead/coordinating UN agency
* Decide who will make key decisions and who will lead
* Identify key UN agencies and their national counterparts to be involved
* Have an initial, open discussion including with national partners and donors, to support consensus -building, and national ownership
* Design the JGP to support the results and sustainability, building on proven models and lessons learnt
* Incorporate a multi-stakeholder approach that increases the awareness of how GEWE is relevant to development effectiveness
* Discuss funding modalities during the design phase and include a resource mobilization strategy
* Clarify technical and human resources that agencies can contribute to the JGP
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| 6. Designing the Logframe and design specifics  | * Ensure a clear understanding of key results-based management terminologies
* Ensure presence of relevant GEWE and strategic planning support
* Link results to relevant national planning frameworks and the UNSDCF outcomes and indicators on GEWE
* Separate results that are easier to measures from more difficult to measure results
* Develop gender-specific outcomes and outputs and corresponding indicators
* Use a mix of qualitative and quantitative indicators
* Aim to be specific about which groups of rights holders will be supported
* For indicators and baselines, draw on existing national-level data
* Clarify risks and assumptions
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| 7. Knowledge Management | * Identify the knowledge needs of the partners involved, as well as of target groups for communication activities
* Develop a knowledge management strategy linked to the monitoring, reporting and evaluation and communications components of the JGP
* Identify an online tool/platform to share, organize and store the knowledge developed by the program
* Promote a learning environment for knowledge sharing and development of lessons learnt
* Develop knowledge products and learning tools (for capacity development, advocacy and awareness raising), aligned with knowledge needs, with a clear dissemination plan (with monitoring mechanisms)
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| 8. Joint Gender Programme Management | * Establish a multi-stakeholder senior policy-level steering committee (including government, civil society, academia, UN and donors etc.)
* Integrate gender advisors at integrated into all levels of the management structure
* Devise management and leadership strategies and a management plan which is understandable to stakeholders
* Involve gender specialists at all levels in operational and advisory capacities
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| 9. Monitoring & Reporting, and Evaluations (M&R and E) | * Ensure adequate technical assistance from M&R and E specialists
* Determine if there is a minimum set of national relevant gender-specific indicators that can be used to measure change
* Set up a baseline within six months of the start of the JGP
* Standardize reporting formats -applicable to all collaborating partners
* Use the UN Evaluations Group Guidance for Integrating Human Rights and Gender Equality in Evaluations
* Employ a mixed methods approach for evaluations using qualitative and quantitative techniques appropriate for addressing GEWE. y engaged in reporting
* Ensure that the program has staff responsible for M&R and E and provide the M&R and E staff with GEWE expertise and capacity support
* Build capacities of and provide technical assistance to partners on gender gender-responsive M&R and E
* M&R and E efforts need to be adequately resourced and the resources clearly identified in the budget
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| 10. Sustainability | * Develop a sustainability plan to determine shared responsibilities for sustaining progress on gender equality after the JGP ends
* Building in capacity building support of national partners as part of the sustainability plan i.e. organizational capacities
* Build political will for GEWE
* Build in a good communications strategy to build momentum around the JGP
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**Success Factors in Implementing Joint Gender Programmes (JGPs)**

**1. Making coordination, consensus-building and negotiation work**

* Have a strong, well-resourced dedicated coordination function in place with staff who have expertise in gender equality, but are also trained in conflict management and/or negotiation skills
* About four UN agencies is a good number to be involved in a JGP; consider including a mix of agencies with varying technical gender capacities as a means of fostering stronger coordination and building skills across the UN system on GEWE
* Establish good UNCT coordination mechanisms and then set up coordination structures with national partners, ensuring National Women’s Machineries and CSOs are included
* Be clear in the programme document about with whom the responsibility lies, for the re-allocation of resources, when necessary

**2. Ensuring good communication among Joint Gender Programme partners**

* Keep lines of communication among JGP partners open through regular in-person or (virtual) discussions
* A communication strategy – with a gender analysis – can be put in place to share information on successes and constraints, with a range of communications tailored to different audiences

**3. Ensuring accountability for results**

* Request that the Resident Coordinator speak at high-level and public events related to the JGP
* Request regular briefing meetings with the Resident Coordinator on the JGP
* Identify inter-agency platforms to bring messages across and influence senior managers
* Consistently provide feedback to Heads of Agencies from Gender Theme Group members, and agree on key points for endorsement at UN Country Team Heads of Agency meetings
* Negotiate so that the JGP coordinator can present JGP updates to the UN Country Team Heads of Agency meetings
* Remind partners within and outside the UN that accountability is ultimately to rights holders, particularly women rights holders who can be excluded from development results
* Consider pooled funding sources among UN agencies to support mutual accountability and coherence
* Strong M& R and E is an effective accountability mechanism and consider the UN system accountability frameworks for GEWE such as the UNCT Gender Equality Scorecard.
1. Steps and success factors have been adapted from UNDP (2017) [*Making Joint Gender Programmes Work.*](https://www.undp.org/content/undp/en/home/librarypage/womens-empowerment/making-joint-gender-programmes-work.html) [↑](#footnote-ref-1)