

## Guidance for the development of gender responsive Joint Programmes

### MDG Achievement Fund

This guidance is elaborated to provide practical recommendations on how to incorporate the gender perspective when developing a Joint Programme (JP) Document for the MDG Achievement Fund. The guidance follows the structure of the UNDG revised standard Joint Programme Document (Annex D).

#### Situation analysis

WHAT: Ensure that the overall situational analysis includes a description of **key gender issues**

HOW:

- 1) If possible, use **existing data** from relevant previous programmes (e.g. assessments, evaluations), from the CCA and from existing reports (e.g. national MDG reports) and other international sources (e.g. reports from Special Rapporteurs, etc);
- 2) If no previous data is available, **gather your own information** and analyze it. If data is difficult to gather, for instance due to security issues, try to collect at least qualitative data from secondary sources you can access (e.g. interview key agencies and NGOs within the capital);
- 3) **Disaggregate** data by sex and age.
- 4) Analyze the **situation and needs** of different groups (women, men, youth, boys and girls) in terms of their capacities, access to resources, vulnerabilities, gender roles and relations while identifying gaps;

EXAMPLES:

- **In the region X**, while 70% of boys (ages of 7-12) attend primary schools, attendance rate for girls is 40%.
- Although under-reporting of rape cases has been recognized as a main problem in the report of the UN Special Rapporteur on Violence Against Women (country, date), the region Y still received at least 200 rape cases reported to the local clinics in the last 6 months due to the ongoing conflict, and 60 % of the victims were female under the age of 20.
- Women in the region Z are not allowed to own lands due to their customary law, which gives female-headed households additional constrains.

#### Background/context

WHAT: Integrate **gender-related national priorities** in the background setting of JP

HOW:

Explain how the JP will contribute to the national gender-related priorities and goals (e.g. **national gender equality plan**, gender dimensions of **national development plan**) and make references to **MDG 3** and gender dimensions of **other MDGs** as well as to other international commitments (such as CEDAW Committee recommendations).

EXAMPLE

- “The programme will contribute to the national priority that aims to increase female literacy rate by 40% by year XXXX through supporting the local NGOs X and Y to expand their literacy and vocational training projects for low-income women in the region B and C. This will contribute to the advancement of MDG 3 in such way (...). The training will include a module on gender, sexuality and HIV prevention therefore advancing the achievement of MDG 6 in such way (...).”

## Lessons learned

WHAT: Use gender-related **lessons learned, best practices and recommendations** to be incorporated into overall JP designing

HOW:

- 1) Refer to relevant previous **experiences** and draw on findings and conclusions from **evaluations** and/or **research** conducted by the UN and other agencies that may support or constrain achievement of gender-related results in the JP;
- 2) Describe previous **collaboration** with gender focal points in the national/local government, NGOs/CBOs, researchers/universities, and identify how these previous experiences will be utilized for the JP;
- 3) State how the gender related lessons learned inform the JP of new **opportunities and challenges**, and how the information will be used for the JP design and implementation.

**EXAMPLE:** “The previous project A aimed at providing literacy and vocational training for low-income women showed that unless those women received additional supports to take care of children by someone else during the training and their husbands and the community as a whole fully understand the purpose and benefit of this project, the majority of women fail to complete the full training. Therefore, the new project B will target not only women, but also low-income households and community as a whole. The project A worked closely with the Association B with whom activities C and D have been designed and will be carried out.”

## The proposed Joint Programme strategies

WHAT: Ensure that the JP Strategy **addresses key gender issues** as **identified** in the situational analysis

HOW:

- 1) Explain **how** the JP strategy addresses the key causes of the problems (key gender issues) which have been identified in the situation analysis;
- 2) Explain how the JP strategy is framed within a **wider human rights based approach** and is linked to other **cross cutting issues** (e.g. indigenous issues, HIV/AIDS, etc).

**EXAMPLE:** if the programme A states that, according to the recent study conducted by the national university B, one of the causes of domestic violence in the regions X and Y is the high unemployment rate of men with ages from 35-55 and the high rate of alcohol and drug abuse among those men in the region, explain how the JP strategy will address those issues not only to prevent domestic violence, but also to protect the right of X group to life and integrity.

WHAT: Ensure that JP Strategy promotes **capacity building** of national/local actors

HOW:

- 1) Carry out a capacity **assessment** of existing and potential implementing partners to determine their technical expertise and operational capacities necessary to deliver gender equality results. If their capacities are weak and need more support, explain which activities will be carried out to strengthen internal capacities before the JP implements other key activities with target populations;
- 2) Make sure JP **involves** gender focal points and women’s departments in national/local governments, women’s NGOs/CBOs, women from most disadvantaged groups (such as rural and indigenous women, women living with HIV/AIDS) in **every phase** of the JP development including the consultation process, development of outcomes, outputs and activities, budget design, reporting and monitoring and evaluation.

**EXAMPLE:** The women’s NGO A has extensive knowledge on gender issues in the country and a great network with local women’s groups and female lawyers in the regions X and Y. Therefore, the programme decided to partner with this NGO to promote women’s participation and leadership in the local governments in the regions X and Y. Since the NGO has identified as a major obstacle the fact that 80% of staff members do not have sufficient skills for computer and project management, the programme first will provide the staff with relevant trainings and on-the-job learning for new staff and university interns as one of capacity building activities before the implementation of main activities in the regions X and Y.

## Results framework

WHAT: Ensure that **gender-related activities, outputs and outcomes** are properly defined in the result framework so that they can be implemented, monitored and evaluated.

HOW:

### Outcome level:

- 1) Include UNDAF outcome or a JP outcome that explicitly mentions the gender dimension of the expected result according to the key gender issues identified (in the situation analysis);
- 2) Develop at least one **indicator** to measure the progress of those gender-related outcomes.

### EXAMPLES:

- Outcome: Security for local communities including women and children in the regions A and B enhanced
- Gender-specific Outcome indicators: 1) percentage change in the numbers of rape and attacks reported to clinics; 2) percentage change in the number of women and children living in the regions who reported that they feel safe enough to go outside of their houses during the daytime.

### Output level:

- 1) Ensure that at least one specific output and corresponding indicators have gender components and that those outputs will be produced by gender-related activities
- 2) Link gender-related output(s) with specific outcome(s)
- 3) Avoid unspecific and non-measurable **JP Outputs** (e.g. "raising awareness") and repetitive **agency Outputs** (e.g. agency A "raising awareness on the rights of children", agency B "raising awareness on sexual and reproductive rights", agency C "raising awareness on the rights of women", etc).

### EXAMPLES:

- JP Output: Capacities of judicial system to deal with rape cases being strengthened in the regions X and Y.
- Agency A Output: Police officers, judges, prosecutors and lawyers have gained more technical knowledge and skills to handle rape cases in a confident manner through attending trainings;  
Agency B Output: standardized training modules and materials on rape case management developed as a part of induction training for new police officers, judges, prosecutors and lawyers;  
Agency C Output: joint patrol by local police officers and community members developed in the regions X and Y.
- Gender-specific JP Output Indicators: 1) percentage change in the number of police officers, judges, prosecutors and lawyers who feel confident to deal with rape cases and currently involved in dealing with rape cases and/or working with communities to promote prevention of rape in the regions X and Y; 2) percentage change in the number of community members who trust the work of police officers, judges, prosecutors and lawyers.

### Activity level:

- 1) Design activities to address key gender issues identified (in the situational analysis) and to deliver specific output(s)
- 2) Involve key local women's groups and NGOs/CBOs as implementing partners
- 3) Ensure that gender-related activities are planned with specific **timeframe**, realistic **budget** and right target groups
- 4) Identification of **target groups** needs to be logical and culturally-sensitive:
  - a. when women could easily participate in existing activities with men (without any cultural constraint), avoid including isolated activities targeting women only or duplicating the general activities by simply adding "for women" (e.g. Activity 1.1. training for journalist, Activity 1.2. training for women journalist)
  - b. In a very strong patriarchal society, on the other hand, female specific activities might be required to ensure that women feel comfortable and safe to do activities without men (e.g. supports to victims of rape and domestic violence). Also, consultative processes with male leaders in the community might be required to have full support from the community to implement projects for women.

### EXAMPLES:

- Train police officers and lawyers on how to handle rape victims (interviewing, documentation, counseling, reporting, etc) in the regions
- Provide vocational training and micro-credits to low-income women in the regions A and B to help them have safer jobs within their towns (to prevent them from traveling to region C for jobs where women tend to get attacked more easily)
- Train staff members of women's NGO X on computer and project management skills (as a part of capacity building activities before they work with local clinics and social workers to support rape victims)

### Management and coordination arrangements

WHAT: Ensure that management and coordination arrangements recognize existing **gender-related agencies/experts** and relevant **inter-agency working groups**, and identify how the JP work and coordinate with them

#### HOW:

- 1) Ensure that gender advisors are integrated into the all levels of management structure of the programme to ensure that gender is well reflected in decision making processes and day-to-day programme management.
- 2) Ensure that **National Steering Committee** is connected to the Gender Theme group (e.g. Inter-Agency GBV working group) and provide them with opportunities to give strategic guidance to the JP.
- 3) Ensure that **Programme Management Committee** coordinates and consults with gender specialized UN agencies to seek their advice and support (e.g. UNIFEM, UNFPA).
- 4) Ensure that **Implementation Team** includes at least one local gender expert.

### Monitoring, evaluation and reporting

\*More guidance on M&E will be soon provided by the MDG F Secretariat.

WHAT: Monitor and evaluate systematically gender-related interventions and results

#### HOW:

- 1) Ensure that the result framework has realistic and measurable **indicators** and corresponding baseline and annual **targets** to monitor progress of gender-related outcome(s) and output(s).
- 2) **Disaggregate data** by sex and age in data collection and analysis (for baseline and monitoring/evaluation purposes) and the findings of the analysis reported on a regular basis during the implementation phase
- 3) Conduct data **collection** in a **participatory and culturally-sensitive** manner to promote participation of different groups, including local women, women's NOGs, CBOs.

### Work plan and Budget

WHAT: Ensure **sufficient budget allocation** to implement gender-related activities and to produce gender-related outputs

#### HOW:

- 1) Allocate specific and realistic budget (for instance, a minimum of 15% of the total budget is targeted in the CPPB window) for gender-specific activities. Earmarking of resources for gender-specific interventions should not preclude gendered resource allocation in all the interventions of the JP.

### EXAMPLE:

- The amount of US\$ XXXX is allocated for 5 trainings with police officers and lawyers on rape case handling (including the cost of venue, stationary, food, facilitators, traveling, etc)
- The amount of US\$ XXXX is allocated for the vocational training and micro-credit for low-income women in the region X and Y (including the cost of venue, materials, trainers, traveling, etc)
- The amount of US\$ XXXX is allocated to train the staff of the NGO on computer and project management skills as a part of capacity building of the NGO (including the cost of trainers, stationary, etc)

Also, do not forget:

#### Cover letter

WHAT:

Make sure the Cover letter **explains** how gender dimensions have been integrated in the JP (especially when this has been mentioned in the Convenor's feedback).

HOW:

Briefly explain which of the recommendations in this guidance have been addressed

#### Minutes of the National Steering Committee

WHAT:

Make sure that the incorporation of gender dimensions is **endorsed** at the highest decision making level of your JP

HOW:

Include in the minutes references to discussions and/or decisions adopted on gender related issues at the National Steering Committee

#### More resources

- [UNCT Performance Indicators for Gender Equality and Women's Empowerment \(UNDG\) 13 August 2008](#)
- [Gender mainstreaming tools marketplace, an annotated resource guide. UNDP \(2006\)](#)
- [CEDAW and the Human Rights Based Approach to Programming: A UNIFEM Guide](#)
- BCPR – Intranet [M&E](#) and [Gender](#) workspaces
- [Women's Watch](#)
- [OECD DAC](#)
- [ICRW](#)
- [Bridge](#)
- [IASC Sub-Working Group on Gender](#)