

REVISED STANDARD JOINT PROGRAMME DOCUMENT

2008



REVISED STANDARD JOINT PROGRAMME DOCUMENT

Cover Page

Country: _____

Programme Title: _____

 Joint Programme Outcome(s): _____
 (where different from the UNDAF)

Programme Duration: _____ Anticipated start/end dates: _____ Fund Management Option(s): _____ (Parallel, pooled, pass-through, combination) Managing or Administrative Agent: _____ (if/as applicable)	Total estimated budget*: _____ Out of which: 1. Funded Budget: _____ 2. Unfunded budget: _____ * Total estimated budget includes both programme costs and indirect support costs
Sources of funded budget: <ul style="list-style-type: none"> • Government _____ • UN Org.... _____ • UN Org... _____ • Donor ... _____ • Donor ... _____ • NGO... _____ 	

Names and signatures of (sub) national counterparts and participating UN organizations

Adequate signature space should be provided in order to accommodate name (person), title (head), organization name/seal of all participating UN organizations and national coordinating authorities, as well as date of signature.

This joint programme document should be signed by the relevant national coordinating authorities. By signing this joint programme document, all signatories – national coordinating authorities and UN organizations - assume full responsibility to achieve results identified with each of them as shown in Table 1 and detailed in annual work plans. . For regional and global joint programmes, endorsement or signatures of participating countries (at least three, if there are more than three countries) are required.

UN organizations	National Coordinating Authorities
Name of Representative Signature Name of Organization Date & Seal	Name of Head of Partner Signature Name of Institution Date & Seal
Name of Representative Signature Name of Organization Date & Seal	Name of Head of Partner Signature Name of Institution Date & Seal
Name of Representative Signature Name of Organization Date & Seal	Name of Head of Partner Signature Name of Institution Date & Seal

Joint Programme Document Outline

A joint programme document enables UN organizations (including specialized and non-resident agencies)¹ and implementing partners to implement harmonized, results focused joint programmes with a minimum of documentation. A standard joint programme document should include the following sections:

1. Cover Page - **one page**
2. Executive summary - **one page**
3. Situation analysis - **one to two pages**
4. Strategies including lessons learned and the proposed joint programme- **two pages**
5. Results framework - **two to three pages**
6. Management and coordination arrangements - **two pages**
7. Fund management arrangements - **one page**
8. Monitoring, evaluation and reporting - **two pages**
9. Legal context or basis of relationship - **one page**
10. Work plans and budgets - **two to three pages**

A brief description of the expected content for each of these sections is provided below.

1. Cover Page (One page)

The cover page contains the joint programme outcome(s), total estimated budget, funded and unfunded components, sources of funding and signatures of national coordinating authorities(s) and participating UN organizations.

2. Executive Summary (One page)

The executive summary contains a comprehensive summary of all sections focusing on the significance and relevance of the joint programme, its contribution to national priorities and international commitments, the results expected to be achieved, intended beneficiaries, donors and implementing partners.

3. Situation Analysis (One to two pages)

This section provides a brief evidence-based causality analysis which may be obtained from the Common Country Assessment, the national development framework, UN Development Assistance Framework (UNDAF) or the relevant humanitarian action plan². It outlines the economic, social, political, environmental and institutional context of the joint programme. It identifies the development or human rights challenges to be addressed; provides specific, current and disaggregated data on these challenges, key causal factors, and the interventions that are necessary and sufficient for the achievement of the planned results. This is to be supplemented with references to the identified baselines presented in the Joint Programme Monitoring Framework in Section 8, relevant recent research reports and/or reports and recommendations of international and regional treaty bodies and supervisory committees.

¹ Each UN organization participating and signing this joint programme document will be party to the existing framework (UNDAF, Common Humanitarian Action Plan, or Transitional Framework etc) which the programme is addressing. The Organization will operate on the basis of its legal agreement with government.

² This Joint Programme also has reference to the Country Programme Action Plans (CPAPs) that may have been signed by ExCom Agencies and governments.

4. Strategies, including lessons learned and the proposed joint programme (Two pages)

The subsections to be covered include:

Background/context: The intention of this sub-section is to describe how the joint programme will contribute through the UNDAF or other applicable frameworks to the achievement of national priorities and international commitments, including MD/MDGs and humanitarian obligations, among others. It should also identify other outputs and stakeholders contributing to the achievement of the respective UNDAF or other applicable frameworks' outcomes. It specifies the relevant stakeholders not involved in this joint programme: UN organizations, government, non-government institutions, and donor organizations active in the area relevant to the joint programme.

Lessons Learned: This sub-section provides a summary of relevant lessons learned from experiences, opportunities and challenges which may support or constrain achievement of results. Statements of agreed lessons are particularly important where there is a significant departure from previous programmes or strategies. This sub-section should also indicate how recommendations and observations of Human Rights treaty bodies to the respective State Party have been considered and used in the design of the joint programme.

The proposed joint programme: This sub-section provides a justification on why a joint programme approach was chosen. It outlines the specific programme strategies adopted to achieve agreed outcomes, taking into consideration the lessons learned. It focuses on how the strategies address the key causes of the problems which have been identified, and the partners involved in each phase. It includes details on the intended manner in which the programme should unfold in its various phases. It provides a brief description of the division of labor between the UN partners, the added value of each to the intended joint programme outcomes, and the participating UN organizations capacity to deliver agreed outputs. The proposed joint programme strategy should confirm that the capacities necessary for the implementation were carefully considered and that the selected implementing partners have the capacity to achieve the intended results.

This section should also include a prior assessment of key cross-cutting concerns such as: human rights (in particular the key duty bearers and rights holders involved in the issue the joint programme is addressing and their capacity gaps which the joint programme will address); gender equality (the critical gender concerns that are relevant to the issue being addressed in the joint programme and how the joint programme would address these concerns); the key environmental issues that are relevant in this case and how the joint programme will address them; assessment of capacity gaps of key institutions and partners that the joint programme will work with and the capacity development strategies that will be adopted for the purpose. Depending on the subject covered, this section may also include other types of ex-ante analyses, for example themes such as education, health, agriculture.

Sustainability of results: State how the results will be sustained including relevant capacities being developed among duty bearers and rights holders and government institutions and communities.

5. Results Framework (Two to three pages)

This section will contain a brief narrative and the results framework.

The narrative should briefly outline the logic of the results chain. The joint programme outcomes/outputs should directly contribute to the UNDAF outcome(s) or the relevant framework it is responding to. Proper justification should be provided, where any joint programme outcome falls outside the UNDAF (or other applicable framework under which the joint programme falls).

The Results Framework sub-section will contain a hierarchy of UNDAF outcomes (or other overarching outcome in other frameworks on which the joint programme is based), joint programme outcomes (if different from UNDAF outcome) and joint programme outputs, indicators, baselines and targets. As a minimum, this hierarchy should be presented in the format shown in Table 1 "Results Framework". The column entitled "Participating UN organization corporate priority" will provide the linkage of this joint programme to UN organizations' corporate priorities and mandates.

The results will be articulated in more detail in (annual) work plans and budgets. Please refer to the Section 10 for details of how these work plans should be prepared.

Table 1: Results Framework

UNDAF(or other relevant framework) Outcome										
Joint Programme Outcome (if different from UNDAF Outcome) , including corresponding indicators and baselines,										
JP Outputs (Give corresponding indicators and baselines)	Participating UN organization-specific Outputs	Participating UN organization ³	Participating UN organization corporate priority	Implementing Partner	Indicative activities for each Output	Resource allocation and indicative time frame*				Total
						Y1	Y2	Y3	Y4	
UN organization 1	Programme Cost **									
	Indirect Support Cost**									
UN organization 2	Programme Cost									
	Indirect Support Cost									
UN organization 3	Programme Cost									
	Indirect Support Cost									
Total	Programme Cost									
	Indirect Support Cost									

*Resource allocation may be agreed at either output or indicative activity level.

** Please read the [Explanatory Note on Harmonized Financial Reporting to Donors](#) and its Annexes for guidance on how these terms should be interpreted

6. Management and Coordination Arrangements (Two pages)

This section elaborates the programme planning and management responsibilities and commitments of partners and participating UN organizations. This joint programme document does not substitute for organization-specific arrangements required by respective internal policies. The management aspects of the different funding modalities (pooled, parallel or pass through) are detailed under section 7.

This section should also describe the arrangements for coordination and oversight, identifying individual participating UN organizations and national partners responsible as applicable. As specified in the [UNDG Guidance Note on Joint Programming](#), "Once the joint programme has been developed and agreed jointly by the participating UN organizations, the arrangements for monitoring, review, and coordination should be documented. The composition of the joint programme coordination mechanism (referred to in the standard agreements as Joint Programme Steering Committee) shall

³ In cases of joint programmes using pooled fund management modalities, the Managing Agent is responsible/accountable for achieving all shared joint programme outputs. However, those participating UN organizations that have specific direct interest in a given joint programme output, and may be associated with the Managing Agent during the implementation, for example in reviews and agreed technical inputs, will also be indicated in this column.

include all the signatories to the joint programme document. The coordination mechanism may also have other members". Linkages to the existing coordination mechanisms, such as thematic groups, etc, should also be specified.

A list of implementation Focal Points should be developed and made available to the Joint Programme Steering Committee and other stakeholders. This is to be presented as an Annex to the joint programme document.

7. Fund Management Arrangements (One page)

There are three fund management options for joint programmes: a) parallel, b) pooled, and c) pass-through. This section should clearly specify the fund management option(s) being used. Under the parallel funding modality, whereby each organization funds and implements its activities in parallel with other participating organization(s), one organization should be responsible for consolidated reporting as agreed upon by the JP Steering Committee. The organization so identified should be stated in this section; any costs incurred by the assigned organization should be reflected in the joint programme budget as the organization's direct costs. If a pooled funding modality is decided upon, this section will state the Managing Agent. If pass-through fund management option is used, this section should state the appointed Administrative Agent.

These options can also be combined. 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. In the case of joint programmes using combined fund management option, the Steering Committee will decide which participating UN organization will prepare the consolidated report.

The decision to select one or a combination of fund management options for a joint programme should be based on how to achieve the most effective, efficient and timely implementation, and to reduce transaction costs for national partners, donors and the UN.

The fund management options mentioned above and the templates of instruments have been approved by all UNDG members. Their use in operationalizing joint programmes without alterations does not require further approvals from headquarters. UNCTs therefore must endeavour to use the standard instruments. If for any reason the standard instruments cannot be used, HQ has to be consulted on alternative options. The instruments and operational details on each of the fund management options can be found in the [Guidance Note on Joint Programming](#).

Transfer of cash to national Implementing Partners: This sub-section should specify the details of the agreed arrangement for transfer of cash to implementing partners.

Cash transfer modalities, the size and frequency of disbursements, and the scope and frequency of monitoring, reporting, assurance and audit will be agreed prior to programme implementation, taking into consideration the capacity of implementing partners, and can be adjusted in its course in accordance with applicable policies, processes and procedures of the participating UN organizations. For the ExCom agencies, the provisions required under the [Harmonized Approach to Cash Transfers](#) (HACT) as detailed in their CPAPs or in other agreements covering cash transfers will apply.

8. Monitoring, Evaluation and Reporting (Two pages)

Monitoring: The content of Table 2 "Joint Programme Monitoring Framework (JPMF)" should summarize monitoring arrangements for the joint programme, including monitoring activities that the participating UN organizations and/or national partners will undertake (such as baseline collection,

reviews or studies if necessary to measure effect/impact, field visits, evaluation etc.), the timing of such activities and the respective responsibilities.

The Table 2 should be consistent with the UNDAF or any other relevant monitoring and evaluation plan and be an integral part of the broader UNDAF M&E Framework.

Table 2: Joint Programme Monitoring Framework (JPMF)

Expected Results (Outcomes & outputs)	Indicators (with baselines & indicative timeframe)	Means of verification	Collection methods (with indicative time frame & frequency)	Responsibilities	Risks & assumptions
From Results Framework (Table 1)	From Results Framework (Table 1) Baselines are a measure of the indicator at the start of the joint programme	From identified data and information sources	How is it to be obtained?	Specific responsibilities of participating UN organizations (including in case of shared results)	Summary of assumptions and risks for each result

Annual/Regular reviews: This sub-section states arrangements and clear responsibilities for conducting regular reviews, including annual reviews where applicable. Review of joint programme may also form part of UNDAF annual review.

Evaluation: This sub-section states the arrangements for, responsibility and timing of evaluation(s) of the joint programme. It should also state how the results of the evaluation(s) will be used by relevant stakeholders.

It should further state how the risks and assumptions identified in Table 2 will be managed to achieve the agreed joint programme results. These should at a minimum be reviewed at the annual/regular reviews and revised as appropriate.

Reporting: This sub-section should set out arrangements for common reporting on the joint programme results. A common reporting format should be adopted by all participating UN organizations⁴.

9. Legal Context or Basis of Relationship (One page)

This section specifies what cooperation or assistance agreements⁵ form the legal basis for the relationships between the Government and each of the UN organizations participating⁶ in this joint programme.

For the ExCom Agencies, 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.

⁴ The [Standard Progress Report](#) used by the ExCom agencies or any other reporting format used by any other UN organization may be adapted for the purpose. Donor requirements should also be kept in mind. The reporting format should be approved by the joint programme steering committee.

⁵ Such as: 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.

⁶ Including Specialized Agencies and Non Resident Agencies participating in the Joint Programme

The text specific to each participating UN organization should be cleared by the respective UN organization.

Table 3 below provides illustrative examples on various UN organizations' cooperation arrangements.

Table 3: Basis of Relationship (illustrative examples)

Participating UN organization	Agreement
UNDP	This Joint Programme Document shall be the instrument referred to as the Project Document in Article I of the Standard Basic Assistance Agreement between the Government of [NAME] and the United Nations Development Programme, signed by the parties on [DATE].
UNIDO	UNIDO Office was established in accordance with the Agreement between the Government of [NAME] and [MOFCOM]. The Office as established in [YEAR].
FAO	The Food and Agriculture Organization of the United Nations and the Government of [NAME] signed agreement for the establishment of the FAO Representation in [COUNTRY] on [DATE].
UNESCAP-UNAPCAEM	The United Nations Asian and Pacific Centre for Agricultural Engineering and Machinery (UNAPCAEM) is a subsidiary body/regional institution of the United Nations Economic and Social Commission for Asia and the Pacific (UNESCAP), based [COUNTRY]. Following the host country headquarters agreement signed between the Government of [COUNTRY] and the United Nations on [DATE]. UNAPCAEM began its operations in 2004.

The Implementing Partners/Executing Agency⁷ agree to undertake all reasonable efforts to ensure that none of the funds received pursuant to this Joint Programme are used to provide support to individuals or entities associated with terrorism and that the recipients of any amounts provided by Participating UN organizations do not appear on the list maintained by the Security Council Committee established pursuant to resolution 1267 (1999). The list can be accessed via <http://www.un.org/Docs/sc/committees/1267/1267ListEng.htm>. This provision must be included in all sub-contracts or sub-agreements entered into under this programme document.

10. Work plans and budgets (Two to three pages)

The work plans will detail the activities to be carried out within the joint programme and the responsible implementing partners, timeframes and planned inputs from the participating UN organizations. The basis for all resource transfers to an implementing partner should be detailed in the work plans, agreed between the implementing partners and participating UN organizations. According to the Harmonized Approach to Cash Transfers (HACT), the work plan should be signed by the implementing partners receiving cash (except NGOs and CSOs). In case the implementation authority is delegated to a national/sub-national institution, the respective institution should be specified in the AWP. When partnering with NGOs CSOs, the participating UN organizations sign legal instruments in accordance with their procedures. Any additional management arrangements that may be set up by participating UN organizations to achieve results under their respective responsibility may be detailed in annexes as needed.

A revised work plan and budget will be produced subsequent to the decisions of the annual/regular reviews. The new work plan is approved in writing by the joint programme Steering Committee. The joint programme document need not be signed after each periodic review as long as there is written approval of it by all partners at, or following the annual/regular review. However, any substantive change in the joint programme scope or change in financial allocations will require revision of the joint programme document and signature of all parties involved.

⁷ Executing Agency in case of UNDP in countries with no signed Country Programme Action Plans

The work plan should be attached as an Annex to the joint programme document and should follow the format represented in the table below.

Work Plan for: (Insert name of the Joint Programme/Project)

Period (Covered by the WP) ⁸_____

JP Outcome										
UN organization-specific Annual targets	UN organization	Activities	TIME FRAME				Implementing Partner	PLANNED BUDGET		
			Q1	Q2	Q3	Q4		Source of Funds	Budget Description	Amount
JP Output 1:										
(of UN organization 1)										
(of UN organization 2)										
(of UN organization 3)										
JP Output 2:										
(of UN organization 1)										
(of UN organization 2)										
Total Planned Budget										
Including*	Total UN organization 1									
	Total UN organization 2									
	Total UN organization 3									

* The Total Planned Budget by UN Organization should include both programme cost and indirect support cost

Signatures⁹:

UN organization(s)	Implementing Partner(s)
<i>Name of Representative</i> <i>Signature</i> <i>Name of Organization</i> <i>Date</i>	<i>Name of Head of Partner</i> <i>Signature</i> <i>Name of Institution</i> <i>Date</i>

⁸ Annual Work plans cover not more than a 12-month period. However, usually at the start-up of the programme, these may cover less than one year. In both cases, the corresponding period should be specified.

⁹ When CSOs/NGOs are designated Implementing Partners, they do not sign this Work Plan. Each participating UN Organization will follow its own procedures in signing Work Plans with CSOs/NGOs.