

UNDP, UNFPA, UNIFEM & UNV

Regional Joint Programme

Asia-Pacific Region
2008 – 2011

Partners for Prevention: Working with Boys and Men to
Prevent Gender-based Violence

08 Aug 2008

REGIONAL JOINT PROGRAMME DOCUMENT

Region: Asia-Pacific

Joint Programme Outcomes: Enhanced programmes and policies for preventing gender-based violence implemented in Asia-Pacific with the increased involvement of boys and men

Project Title: Partners for Prevention: Working with Boys and Men to Prevent Gender-Based Violence

Project Duration
(Start/end dates): 8 Aug 2008 – 31 Dec 2011

Fund Management Option(s): Combination - Pooled, Parallel & Pass through

Managing or Administrative Agent: UNDP
Regional Centre in Bangkok

Total estimated budget: **\$5,523,120**

Out of which:

1. Planned resources: 2,020,000

2. Unfunded budget: 3,503,120

Agreed by UNDP:

Ajay Chhibber
Assistant Administrator and Regional Director
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Signature

Date

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UNDP Regional Centre in Bangkok
(Implementing Partner & Managing or Administrative Agent)

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Date

Agreed by UN Organisations:

UNFPA, UNIFEM, UNV – Signature pages attached

1. Executive Summary

This Regional Joint Programme (RJP) Document outlines a coordinated approach to support primary prevention of gender-based violence in Asia-Pacific with the deeper involvement of boys and men. It is a "living document" and will be reviewed and updated consistently on the basis of lessons learned. The long term goal of this programme is to reduce the prevalence of gender-based violence in the Asia-Pacific region through behaviour and attitudinal change among boys and men, increased institutional capacity to involve boys and men in GBV prevention and through and facilitating policy enhancements. To work towards this long term objective, the programme has the following three interlinked outputs:

Output 1: Public awareness campaigns mobilising boys and men for GBV prevention implemented at the regional, national and local levels

Output 2: Selected government, civil society and UN advocates in the region are equipped with enhanced capacities to implement initiatives working with boys and men for GBV prevention

Output 3: Government, civil society and UN advocates gain access to regional knowledge resources and evidence-based policy tools on working with boys and men for gender-based violence prevention

The programme deliverables include:

Public Awareness Campaigns and Adaptable Campaigning Kits: The RJP will develop a regional mass media campaign and campaigning strategies to spread captivating messages to mobilise boys and men as partners for violence prevention through a variety of media (radio, T.V., print and internet). In addition, campaigning kits using the regional campaign branding and messaging will be widely disseminated throughout the region for adaptation into national and local campaigns. The campaigning materials will be free to use by anyone -- UN projects, public institutions, businesses, and CSOs -- and support will be provided from the RJP to adapt the materials to local contexts and languages. A campaign website with resources for various target groups will support the regional and country-based prevention campaigns and will include an online volunteering component.

Coordinated Capacity Development & Networks The RJP will play a catalytic role in developing sustained capacity of key partners to involve more boys and men in violence prevention through a sequence of regional trainings nurturing greater regional expertise, offering localised and sustained support services in selected sites and by serving as a regional one stop shop for consolidated training and knowledge products. Over time, RJP partners and regional experts supported by the programme will help spread knowledge to other practitioners, CSOs and UN projects through existing and emerging networks allied with the programme. Through the coordination of a network of UNV volunteers, the programme will learn from selected pilots at the community level around the region and feed this learning into new capacity development and knowledge products.

Research and Evidence-based Policy Recommendations the programme will consolidate existing and produce new research to offer compelling evidence-based policy recommendations for enhanced GBV prevention. The primary and secondary research supported by the RJP will deepen understanding of boys and men's attitudes and behaviours related to GBV and its prevention and help measure the results of programming involving boys and men this area. Based on the research findings, the participating UN organisations and the RJP allied networks will issue a consolidated set of regional policy recommendations and hold dialogues with governments in the region to advocate for policy change. In partnership with national partners, the RJP will help articulate country specific policy recommendations and enhanced programmatic responses for more comprehensive gender

based-violence prevention strategies, and help clarify the roles and responsibilities for different institutions and actors in their implementation.

2. Situation Analysis

Violence against women and girls continues unabated in every continent, country and culture. It takes a devastating toll on women's lives, on their families and on society as a whole. Most societies prohibit such violence – yet the reality is that too often, it is covered up or tacitly condoned.

– United Nations Secretary-General Ban Ki-moon

Gender-based violence (GBV)¹ both reflects and reinforces inequalities between and among men and women and compromises the health, dignity, security and autonomy of its victims and survivors. It encompasses a wide range of human rights violations, including domestic violence, sexual assault and harassment, including rape and child abuse, trafficking of women and girls and other harmful practices. Around the world, as many as one in every three women has been beaten, coerced into sex, or abused in some other way - most often by someone she knows, including by her husband or another male family member. Gender-based violence has been called the most pervasive yet least recognized human rights abuse in the world.

In addition to the immediate and long-term harm to victims and survivors, GBV also reverses gains in development, empties public coffers and devastates families and communities. The elimination of GBV contributes to the health and well being of individuals and communities, and is a human and economic development priority. Gender-based violence occurs in three main settings: within the family, the community, and when perpetrated or condoned by societies and states. However, a number of forms of violence occur in multiple settings, including trafficking, which involves family, community and crosses international boundaries.²

Asia-Pacific has some of the highest reported levels of gender-based violence in the world. For example, Oxfam reports that one in every two women in South Asia face violence in their home³. In 2005, a WHO survey reported 62 percent of the women in the provinces of Bangladesh responded they suffered from either sexual or physical violence or both; the number was 47 percent in Thailand's provinces and 42 percent across Samoa.⁴ In addition to physical, verbal and psychological abuse, specific and brutal forms of violence common across the Asia-Pacific region include: sexual violence, acid attacks, sanctioned rape, gang rape, kidnapping, human trafficking and sexual slavery, forced early marriage, sex selection, female infanticide, child neglect, bullying; corporal punishment; dowry death and honour killing among others.

Despite decades of work to end violence on the part of many – and some significant advances in terms of awareness, laws and policies – ***there is no indication that aggregate levels of violence have decreased in the region; gender based-violence continues unabated.***

The damage caused by GBV has staggering economic, social and psychological costs. While the human impact of violence is incalculable, some of its effects can be quantified. Statistics paint a horrifying picture of the social and health consequences of gender-based violence. For women aged 15 to 44 years, violence is a major cause of death and disability⁵. According to a UNESCAP 2007

¹ See Annex One for UN definitions of GBV

² Study of the Secretary-General (2006) supra note, p. 42

³ Towards Ending Violence Against Women in South Asia: Oxfam International Briefing Paper # 66, August 2004

⁴ WHO Multi-Country Study on Women's Health and Domestic Violence Against Women: Geneva, World Health Organization, 2005, p. 6

⁵http://www.unifem.org/gender_issues/violence_against_women/facts_figures_notes.html#2

survey, gender discrimination costs the Asia-Pacific region almost US\$80 billion per year. Governments incur health care and court costs, social welfare payments and service costs, law enforcement costs, jail costs and costs related to the placement of child victims in care. In addition, families suffer loss of earnings, legal and medical costs. Employers (including the civil service) suffer loss of productivity and loss of output when victims are absent due to violence. In the Philippines, one study estimated that annual expenses incurred only by women victims themselves for medical, psychological and crisis intervention is equivalent to the budget of one government line agency.⁶ “In the United States’ the 1994 Violence Against Women Act has provided an estimated net benefit of \$16.4 billion [by 2005], proving that prevention costs far less than inaction.”⁷

In particular, domestic violence has an enormous potential impact on the future capacity of children to obtain adequate employment. In addition to the loss of human capital, there are direct costs on the school system as children living in abusive households may not be able to perform well and have to repeat grades. An Inter American Development Bank (IDB) study in Nicaragua showed that 63% of children from families in which women were victims of domestic violence repeated a grade at school, and on average dropped out at age 9, compared to age 12 for children from non-violent homes.⁸

Gender-based violence is of particular concern in Asia-Pacific at times of crisis and recovery and for those on the move. In situations of natural disasters and conflict large groups of people are more vulnerable to experiencing and witnessing violence as traditional security and social safety nets break down. Sexual violence (with subsequent risks of the spread of HIV/AIDS), physical and psychological torture of women and children are used as explicit tools of conflict. Human trafficking, unsafe migration and natural disaster are also major gender and violence issues in the region. It is estimated that Asia accounts for approximately one-third of the total global trafficking flow (close to one million)⁹, and is one of the world’s greatest suppliers of female international migrants.

As no community is immune to gender-based violence - it affects all ages, classes, castes and social groups - the responses have been numerous. In Asia-Pacific countless prevention and intervention¹⁰ efforts, have been undertaken to address gender-based violence by international, governmental and civil society actors over the past few decades. Much of this work rightly emphasised the rights of women and children, protection and service provision for survivors of violence, legal reform and work with the criminal justice system.

Today, there is consensus around more comprehensive approaches, and the focus of violence prevention is more diverse with initiatives ranging from the individual to the macro policy level. Examples include community-based projects focused on attitudinal and behavioural change among individuals, efforts supporting institutions to be more responsive to issues of gender inequality and violence, and advocacy for enhanced implementation of existing laws and policies and the use of gender responsive budgeting to increase gender equality and prevent violence. There are also numerous public awareness campaigns on issues including the criminality of domestic violence and the rights and safety of girls and women.

⁶ Yap, Ermi Amor Figueroa, 1998. The Economic Costs of Violence Against Women, Policy Issue Briefs of the National Commission on the Role of Filipino Women (NCRFW), 1998.
http://gina.ph/CyberDyaryo/features/cd1999_0520_014.htm

⁷ UNFPA 2005 State of the World’s Population, Chap. 7 Gender-Based Violence: A Price Too High
http://www.unfpa.org/swp/2005/english/ch7/chap7_page3.htm

⁸ UNICEF (2000). Domestic Violence against Women and Girls. Innocenti Digest No. 6, June 2000. Florence, Innocenti Research Centre, p. 13.

⁹ IOM. 2005. World Migration 2005: Costs and Benefits of International Migration, Geneva, IOM, p.112

¹⁰ Prevention is defined as stopping violence before it starts. Intervention refers to halting further incidence of violence and addressing the consequences when violence occurs.

The United Nations system and its various partners in Asia-Pacific implement specific projects on violence prevention or include efforts to address gender-based violence within their overall mandate and objectives. Further, in the spirit of greater UN coordination over ten joint UN programmes on GBV are now being planned or implemented at the country level in Asia¹¹. As a normative backdrop to this work, most of the countries in Asia-Pacific are signatories of the UN Convention on the Elimination of All Forms of Discrimination against Women (CEDAW) as well as the Convention on the Rights of the Child (CRC), UNSCR 1325 where conflict and peace building is a national priority, and UN agencies help governments monitor and better adhere to these commitments.

Additionally, there are an increasing number of initiatives with a focus on boys and men as partners for prevention in Asia. Most of these initiatives highlight the downsides of men's violence and strict gender norms for both women and men. They emphasise the multiple benefits of more gender equitable norms and non-violent ways to be men across different societies. This work is driven primarily through the efforts of NGOs and community-based groups, and thus the results and learning from these initiatives have yet to be scaled up to the institutional and policy levels.

The start of this regional joint programme is timely, as it will link to the global campaign launched by the UN Secretary-General in 2008 to eliminate violence against women. The UN's global campaign will be sustained through 2015, the target date for the Millennium Development Goals. There will be a review in 2010 to track the global campaign's progress. The programme will also follow key gender-based violence prevention recommendations outlined in the UN Secretary-General's 2006 In-depth Study on all Forms of Violence Against Women and 2006 Global Study on Violence against Children. The global movement that women pioneered now has support at the highest levels. The issue of violence against women and children has been placed at the centre of the peace, security, poverty reduction, development and human rights agendas. The greater involvement and participation from boys and men to eliminate gender-based violence will contribute towards the global agenda.

3. Programme Strategy

As part of the extensive planning for this Regional Joint Programme, the participating UN organisations held numerous consultation meetings from December 2006 – May 2008 to explore how a regional programme could add value to existing prevention efforts overall and support ongoing work of the UN and its partners at the national level. A prevailing view of the UN staff, NGO and government partners consulted was that a greater focus on involving more boys and men as partners in primary prevention of gender-based violence would be a strategic complement to the multiple and varied efforts to end GBV, empower women and achieve gender equality in the region. It was stressed that a regional programme on this topic would play the essential role of scaling up existing lessons from the project level to help create a more responsive institutional and policy environment. It was also suggested that greater coordination among the UN system and its partners is needed to address this wide spread issue, and this programme can be a model of such coordination for the region.

Also as part of the programme formulation and consultation stage, many initial activities have been supported by the participating organisations in anticipation of the programme launch. These activities include mapping of existing work on GBV and male involvement, building synergies with existing UN projects at the country level, nurturing regional and national networks on the topic, initial consolidation of good practice and knowledge tools and exploring partnerships with potential international, national

¹¹ For example, in Bangladesh, Cambodia, India, Indonesia, Nepal, Maldives, Mongolia, Pakistan, Timor Leste, Sri Lanka and Viet Nam

and local partners for capacity development, research and campaigning activities. As a result of these consultations and preliminary activities, the programme strategy is as follows:

Involving boys and men in gender-based violence prevention to enhance existing efforts

The empowerment of women and children and securing their rights is vital for gender-based violence prevention and part of the long-term goal of this programme. This programme will follow the leadership of, and strengthen collaboration with women's empowerment groups, child rights advocates and those committed to gender justice throughout the region. Women, and women's empowerment advocates have been the driving force behind work on gender-based violence prevention for decades and will continue to be so, and this programme will support and complement their on-going work. On the other hand, boys and men have been conspicuously missing from most violence prevention efforts in the region. As such, boys and men represent a largely untapped and under-utilized resource in the struggle to curb violence. **The essence of this programme is enhancing existing work on gender-based violence prevention and gender equality through greater awareness, capacity and understanding of the roles and potential of boys and men as partners in prevention, not to create stand alone initiatives focused on boys and men.** This programme will work with both women and men to strengthen work with men and boys in preventing GBV, and alliances with women decision-makers will be continue to be forged in this area.

Through specifically tailored trainings, policy recommendations and campaign messaging, this programme will catalyse the greater involvement of boys and men in gender-based violence prevention and highlight the benefits of ending violence for all, including boys and men themselves. To inspire this greater involvement of men and boys as partners, the RJP will make use of a growing set of good practices in this area from the region and around the world.¹²

The knowledge and capacity development consolidated under the RJP will offer expertise on how to involve different groups of boys and men for gender-based violence prevention in different contexts (in communities, institutions, government, and through the media etc.) and will give continuous support to national level initiatives to sustain these efforts. This approach requires an understanding of how to work in localised contexts and different groups of boys and men at different stages in the life cycle and positions in society. As gender socialization begins when we are infants, and many patterns of social behaviours and gendered attitudes related to the use of violence are formed in childhood, this programme will support and learn from work with both boys and girls and young women and young men in local projects. As the RJP will also work through country level UN projects and local their partners, the programme will focus on deeper learning around engaging men as leaders, in public institutions and as development partners to play greater roles for prevention through institutional and policy change.

Evidence from many projects has shown that boys and men do change and thus can play a vital role as partners to prevent violence.

Boys and men can make a difference

There is clear evidence that initiatives working with boys and men are achieving an impact at the local level. A recent WHO and Instituto Promundo study¹³ evaluated nearly 60 projects that demonstrated changes in men's and boys' attitudes and behaviours related to gender equality and the use of violence.

¹² Examples can be found at the Family Violence Prevention Fund's "Toolkit for working with men and boys to prevent gender-based violence" <http://toolkit.endabuse.org/GetToWork/GoodPractices/>

¹³ Barker, G., C. Ricardo and M. Nascimento. Engaging Men and Boys in Changing Gender-Based Inequities in Health: Evidence from Program Interventions. World Health Organization, 2006. http://www.who.int/gender/documents/Engaging_men_boys.pdf

Evidence suggests that the participation of men and boys in education programmes for groups and individuals that are intensive, comprehensive, and use a variety of teaching approaches, can produce positive and lasting change in men's attitudes and behaviours regarding gender-based violence.¹⁴ Studies have found that boys and men who observed intimate partner violence in their childhood home are significantly more likely to become perpetrators of intimate partner violence,¹⁵ and that working with boys and young men who have grown up in violent homes can prevent them from becoming perpetrators of such violence.¹⁶

Research has also indicated that many boys and men are uncomfortable with stereotypical and violent behaviour towards women and would intervene if they believed other men would support them.¹⁷ A study of secondary school and university students who attended rape education sessions revealed that they were more likely to condemn rape, and/or reported greater victim empathy.¹⁸ Similarly, an evaluation of the "Safe Dates" Programme in the United States found a 25 per cent reduction in self-reported perpetration of psychological violence; a 60 per cent reduction in self-reported physical and sexual violence perpetration; and a significant reduction in physical and sexual dating violence identified at the four year follow-up.¹⁹ The Program H initiative of Institute Promundo works with a group educational process involving brainstorming activities, discussion sessions, a cartoon series about gender socialization and individual reflections about how boys and men are socialized, has been effective in various settings in Latin America and the Caribbean, as well as in India.²⁰

Men and boys – including men in leadership positions -- are increasingly taking part in campaigns and awareness-raising activities regarding violence against women, such as the 16 Days of Activism against Gender Violence campaign which takes place from 25 November to 10 December each year, to highlight the consequences of violence against women.²¹ Men have also initiated new campaigns and organizations to raise awareness regarding the issue, examples of which include "Yaari Dosti" in India²², the White Ribbon Campaign in Pakistan, and the Cambodian Men's Network.

¹⁴ Flood, M. (2005-2006). Changing Men: Best practice in sexual violence education. *Women Against Violence*, 18: 26-36. Available from <http://www.xyonline.net/downloads/ChangingMen.pdf>

¹⁵ See Kitzmann, K.M. et al "Child witnesses to domestic violence: A meta-analytic review" *Journal of Consulting and Clinical Psychology*, vol. 71, No. 2 (April 2003), pp. 339-352; Larrain, S., Vega, J. and Delgado, I *Relacionares Familiares y Maltrato Infantil* (Santiago, UNICEF, 1997); Ofosky, J. "The Impact of Violence on Children" *The future of children: domestic violence and children*, vol. 9, No. 3 (Winter 1999) pp. 33-49; Margolin, G and Gordis, E.B. "The effects of family and community violence on children" *Annual Review of Psychology*, vol. 51 (February 2000), pp. 445-479.

¹⁶ Flood, M. and B. Pease (2006). *The Factors Influencing Community Attitudes in Relation to Violence Against Women: A Critical Review of the Literature*. Melbourne: Victorian Health Promotion Foundation. Available from http://www.vichealth.vic.gov.au/assets/contentFiles/CAS_Paper3_CriticalLiterature.pdf.

¹⁷ Ibid. Flood (2005-2006)

¹⁸ Flood, M. (2007). Harmful Traditional and Cultural Practices Related to Violence Against Women and Successful Strategies to Eliminate Such Practices – Working with Men. Paper presented at United Nations Economic and Social Commission for Asia and the Pacific (UNESCAP) Expert Group Meeting - Strategies for Implementing the Recommendations from the Secretary-General's Study on Violence Against Women with Particular Emphasis on the Role of National Mechanisms, Bangkok, Thailand, 26-27 April 2007.

¹⁹ Foshee et al (2004), cited in Flood (2007)

²⁰ Gary Barker (2006) *Engaging boys and men to empower girls: Reflections from practice and evidence of impact* Paper prepared for Expert Group Meeting on Elimination of all forms of discrimination and violence against the girl child (UNICEF, Florence, Italy 25-28 September 2006)

²¹ For more information on 2007 UN sponsored 16 days events in South Asia see

<http://www.youtube.com/watch?v=hBCnp4VSYuE&feature=related>
and <http://www.manmademandate.blogspot.com/>

²² See: <http://www.popcouncil.org/pdfs/horizons/yaaridostieng.pdf>

Scaling up from the local to the institutional and policy levels

In spite of a growing base of project experiences and evaluation confirming the impact of such efforts, most initiatives to engage men and boys in achieving gender equality and violence prevention have been small-scale, isolated and short-term. To achieve large-scale and sustainable change, efforts to involve men and boys must be scaled up to engage policymakers, institutions and the public sector in strategic ways. Thus, the RJP has an explicit strategy of scaling up efforts to involve boys and men to create a larger enabling environment to support the growing set of localised initiatives. By connecting the local to the national and regional level, the RJP will increase capacity for the articulation of comprehensive policy frameworks for gender-based violence prevention responsive to local realities and lessons learned. These policies, in turn, can help create a more conducive environment to nurture more successful work for prevention at the community level.

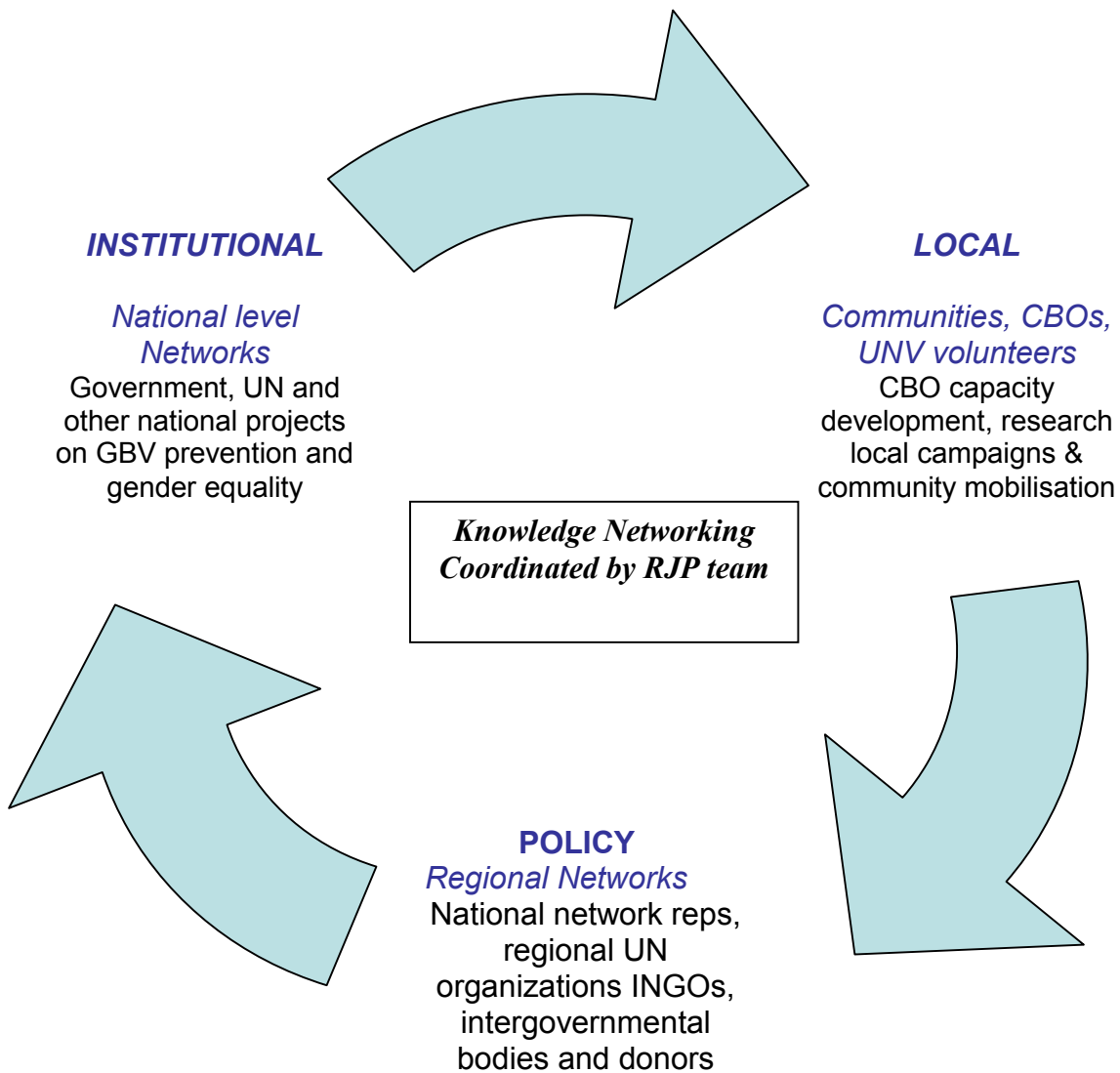
Through its networks of local, national and regional partners, the RJP will apply learning from the community level to better inform the institutional and public policy discourse across the region in terms of what is needed for larger scale change. The UN family at the country level is in a unique position to work with the public sector through its existing projects and relationships with government. The participating UN organisations coming together under one RJP offer tremendous potential to engage at the institutional and policy level through a wide array of entry points. By integrating with national UN projects and their partners in government ministries, the RJP will work with men in key positions to help instigate the type of structural enhancements that are needed to involve more boys and men in violence prevention and to express more gender equitable norms.

In addition, the RJP will produce joint UN policy recommendations which will feed into regional discussions on gender-based violence prevention, violence against children, human development, security and rights. The regional nature of these policy initiatives and weight of the multiple UN entities standing behind them will bring added leverage to national and regional level policy debates.

Knowledge networking through a learning and support loop

The structure of this programme, with its local-national-regional connections, will take advantage of existing networks and projects focused involving more boys and men in gender-based violence prevention to help with this scaling up process. The networking and capacity development output that lies at the heart of this programme is instrumental to sustaining the linkages among the various levels of this programme. The RJP will continue to support national and sub-regional networks for coordinated capacity development and cross boarder sharing and learning. The strategic placement of UNV volunteers in national UN projects, CSOs, and/or community-based organisations will help build the capacity of key network members who will in turn help develop the capacity of their local partners. The UNV volunteers will also feed community based experiences and priorities back up the regional level. The Programme Team will support and remain in constant contact with this pool of UNV volunteers and will undertake a series of trainings for trainers to ensure they can in turn help deliver such training and/or develop capacities within their own communities.

The diagram below outlines the programme structure as a knowledge networking and learning loop:



Integration with national initiatives and local pilots

Outreach efforts to networks, UN country programmes and other initiatives for gender-based violence prevention have been on-going and will continue throughout the programme cycle. The RJP dovetails with country programmes/projects to both bring added value to country initiatives and to learn from previous and existing projects at the local level. This learning will be consolidated, packaged and disseminated from the regional level.

The learning and feedback loop outlined above requires sustained partnerships with a few key national projects and local groups, thus some RJP activities will be undertaken at a deeper level in selected countries based on synergies with national partners. This integration with and to support national level initiatives – including UN projects - will include context specific research support, local adaptation of the public awareness materials, and sustained capacity development for local NGO, UN and government staff. National level activities will be undertaken jointly with - and at request of - the local offices of UN organisations and their partners. There will be a special focus on supporting the growing number of UN joint programmes being formulated and implemented at the country level on

gender-based violence prevention as well as numerous single agency projects on various aspects of GBV and gender equality at the country level²³.

This deeper level of integration can include placement of regionally coordinated UNV volunteers in local projects or joint programmes and an undertaking a sequence of planned activities under the various RJP outputs – starting with primary research and subsequent community mobilisation, including community volunteerism, and campaigning, long term capacity development and policy advice. Selection of these pilot projects, partners and sites will be finalised jointly by RJP participating organisations in the first year of the programme in consultation with UN country teams and national gender theme groups. An overarching community outreach and volunteer mobilization strategy to combat GBV will also be developed in order to leverage maximum impact on the ground working with national partners. To this end, there have been outreach efforts undertaken to date with national project and groups including in Bangladesh, Sri Lanka, Pakistan, India and Cambodia as well as a long standing conversation with the joint programme being developed for the Pacific.

In addition, to these selected sites, the RJP will work with numerous countries across the region by supplying regional technical support, capacity development and knowledge products. The RJP deliverables such as the adaptable campaigning kits and public awareness materials, consolidated capacity development resources (data base of training tools, etc), the research findings and policy recommendations, will be available for anyone to use. Their use and impact will be monitored as one component of the programme results. The RJP will also provide support existing or planned work at the national level to a broader set of countries by integrating with national level joint programmes on GBV or single agency projects. This will include use of the regional products mentioned above, with the addition of RJP human resources and technical support to back up the product deliverables and address specific country level needs.

Broadening partnerships for empowerment and prevention

A starting point of this programme is that everyone has a role to play in violence prevention, but the necessary actions for effective prevention require more players, more creativity and new types of partnerships. This RJP will have an explicit strategy of exploring and fostering new and creative ways for diverse actors to come together under the common banner of ending gender-based violence and achieving gender equality.

The UN organisations participating in the RJP are linked a wide spectrum of partners focused on numerous topical and technical areas. Thus the RJP offers the opportunity to bring together varied and diverse partners under the common goal of ending gender-based violence. Through its networking and capacity building, research and campaigning activities, the RJP will bring together groups, projects and institutions that share fundamental values and goals related to gender justice and women and children's empowerment – such as those also focused on peace building, the protection and participation of children, prevention of HIV and AIDS and ending trafficking. The programme will explore the intersections of gender-based violence, gender inequality, and vulnerability of women and children (for example to the HIV pandemic and during times of crisis) and will support the diverse groups working on these issues find more ways to partner to reach their common objectives.

In addition, the composition of the Technical Advisory Group²⁴ of the programme will help to ensure the voices of diverse groups are part of the programme implementation from the start. The TAG will

²³ The Pacific sub-region is planning a similar joint programme for Pacific country activities, and this regional programme will support Pacific activities with its regional products and resources.

²⁴ See Section 6 on management arrangements

include advocates and experts from outside of the UN system, and will represent various constituencies nominated by the participating UN organisations.

Regional coordination and communications

It is clear that violence prevention requires multiple efforts at different levels – with individuals, communities, institutions and in the larger policy environment. These different levels also need more coordination to ensure they are working in harmony and overlap is avoided. Unfortunately, much of the violence prevention work in Asia-Pacific consists of stand alone initiatives that are not situated within a cohesive or coordinated response. No single programme can address all areas needed for prevention in all countries, but this programme will contribute to regional coordination to track who is doing what and where – where there are gaps – and where interventions are showing promising results through its mapping, networking and communications functions.

Coordination of regional programmatic and policy responses, starting with leading UN organisations and their partners, will ensure new UN activities are strategically situated within the existing spectrum of work on prevention and that duplication of activities is avoided. The RJP will coordinate information and tools and facilitate inter country learning; the joint nature of the programme greatly reduces risks of parallel work among the UN participating organizations and will help expand the UN networks of partners to alliances with new national and community groups.

The RJP also will consolidate existing resources and produce regional knowledge products utilising the consolidated strengths of the UN participating organisations and their partners. This coordination and consolidation will be implemented through an internal communications strategy that links the various actors from the RJP participating organisations and their multiple representatives throughout the region.

5. Results Framework

The results chain

The long term goal of this programme is to reduce the prevalence of gender-based violence in the Asia-Pacific region through behaviour and attitudinal change among boys and men, increased institutional capacity to involve boys and men in GBV prevention and through policy dialogue and enhancements with partner governments.

Outcome: Enhanced programmes and policies for preventing gender-based violence implemented in Asia-Pacific with the increased involvement of boys and men

Output 1: Public awareness campaigns mobilising boys and men for GBV prevention implemented at the regional, national, and local levels

Output 2: Selected government, civil society and UN advocates in the region are equipped with enhanced capacities to implement initiatives working with boys and men for GBV prevention

Output 3: Government, civil society and UN advocates gain access to regional knowledge resources and evidence-based policy tools on working with boys and men for gender-based violence prevention

Programme Deliverables

The programme has three deliverables corresponding to the outputs:

1) Public Awareness Campaigns and Adaptable Campaigning Kits: The RJP will develop a regional mass media campaign and campaigning strategies to spread captivating messages to mobilise boys and men as partners for violence prevention through a variety of media (radio, T.V., print and internet). In addition, campaigning kits using the regional campaign branding and

messaging will be widely disseminated throughout the region for adaptation into national and local campaigns. The campaigning materials will be free to use by anyone -- UN projects, public institutions, businesses, and CSOs -- and support will be provided from the RJP to adapt the materials to local contexts and languages. A campaign website with resources for various target groups will support the regional and country-based prevention campaigns and will include an online volunteering component.

2) Coordinated Capacity Development & Networks The RJP will play a catalytic role in developing sustained capacity of key partners to involve more boys and men in violence prevention through a sequence of regional trainings nurturing greater regional expertise, offering localised and sustained support services in selected sites and by serving as a regional one stop shop for consolidated training and knowledge products. Over time, RJP partners and regional experts supported by the programme will help spread knowledge to other practitioners, CSOs and UN projects through existing and emerging networks allied with the programme. Through the coordination of a network of UNV volunteers, the programme will learn from selected pilots at the community level around the region and feed this learning into new capacity development and knowledge products.

3) Research and Evidence-based Policy Recommendations the programme will consolidate existing and produce new research to offer compelling evidence-based policy recommendations for enhanced GBV prevention. The primary and secondary research supported by the RJP will deepen understanding of boys and men's attitudes and behaviours related to GBV and its prevention and help measure the results of programming involving boys and men this area. Based on the research findings, the participating UN organisations and the RJP allied networks will issue a consolidated set of regional policy recommendations and hold dialogues with governments in the region to advocate for policy change. In partnership with national partners, the RJP will help articulate country specific policy recommendations and enhanced programmatic responses for more comprehensive gender based-violence prevention strategies, and help clarify the roles and responsibilities for different institutions and actors in their implementation.

One programme, one programme implementation team: The three programme deliverables are intimately interconnected. The networks (regional, national and local partners and projects) are a cohesive element of the programme and their engagement of these partners key to the longer term sustainability of the RJP results. Networks members will be vital for carrying out activities on the ground, and some of the same partner groups will carry out activities under all three components (research, campaigning and policy advocacy) in a cohesive fashion. The RJP will interface with these partners under a single set of guidelines and through one joint programme team.

The national UNV volunteers placed in country programmes and with local partners are also part of the glue to bring these programme components together. Community volunteers will further help to engage stakeholders, identify issues and generate community-specific responses. The pool of UNV volunteers coordinated under the RJP, and the community volunteers, will help to deliver outputs along with local UN programmes and partners. They also are the eyes and ears of the programme on the ground, as they will help feed local learning to the regional level. From the regional level, the RJP will coordinate capacity development and support of the UNV volunteers to ensure they can in turn learn from and develop capacity with their local partners.

Sequencing The implementation of activities under the three components will be sequenced in a manner to ensure they are mutually re-enforcing. For example, the production of campaigning kits, the placement of UNV volunteers and network building will be early activities, and will be followed by the sustained technical support offered by RJP. Research will also be conducted in the early implementation stages for effective advocacy and policy advice by the end of the programme. The

capacity development component will focus in part on the “how to” of implementing effective campaigns, undertaking research, and advocating for policy change based on research evidence. Thus, this component is part and parcel of the campaigning, research, and advocacy outputs key to sustainability of results beyond the duration of the programme.

RESULTS AND RESOURCES FRAMEWORK

Contribution to outcomes as stated in UN regional programme documents and the strategic plans of participating organisations:

UNDP Asia-Pacific Regional Programme Document: Demonstrated regional and country responses to reduce gender-based violence

UNIFEM Strategic Plan 2008-2011: Reduce prevalence of violence against women and HIV/AIDS

UNFPA Strategic Plan and Asia-Pacific Regional Programme 2008-11: Goal 3: Gender equality advanced and women and adolescent girls empowered to exercise their human rights, particularly their reproductive rights, and live free of discrimination and violence.

UNV Corporate Management Plan (2006-2008), Output 1.5; and *draft* Gender Action Plan (April 2008): Gender mainstreaming achieved in UNV supported development projects; UNV becomes a proactive partner on selected gender-focused programme interventions, including GBV.

RJP Outcome:

Enhanced programmes and policies for preventing gender-based violence implemented in Asia-Pacific with the increased involvement of boys and men

Partnership Strategy: This programme is a closely coordinated joint UN effort with UNDP, UNFPA, UNIFEM, UNV and their various partners. Synergies with country level UN programming on violence prevention, in partnership with governments and key civil society groups have been established. The UN organisations responsible for this programme will partner with national, regional and global NGOs, women's empowerment organizations, service providers to survivors of violence, child and youth networks, research institutes and alliances focused on violence prevention and work with boys and men to further strengthen coordination.

Programme title and ID (ATLAS Project ID): Partners for Prevention: Working with Boys and Men to Prevent Gender-based Violence

Public Awareness Campaigning

Intended Outputs	Output Targets (years)	Indicative Activities	2008	2009	2010	2011
Output 1: Public awareness campaigns mobilising boys and men for GBV prevention implemented at the regional national and local levels Suggested performance Indicators: 1) Number of public awareness campaigns	2009 Campaign materials and kits produced	1.1 Developing regional public awareness and communications strategy including core concept, targeting, logo and tag line for campaign branding	50,000 Subcontract 15,000 Market research	30,000 Subcontract 20,000 Market research		
		1.2 Developing and produce campaign materials as an adaptable campaign kit (including PSA, ads, IEC, and products and child-friendly materials)	20,000 Design	150,000 design and production	100,000 design and production	50,000 design and production

<p>supported by UN joint programme</p> <p>Baseline regional: 0 Baseline national: 0</p> <p>Target regional: 1 Target national/local: 20</p> <p>2) Number of campaign kits downloaded Baseline: 0 Target regional: 150</p> <p>3) Number of national and/or local campaign links to the website</p> <p>Links: B=0 T= 20</p>	<p>2009 Campaign website produced</p>	<p>1.3 Developing and manage a regional campaign website (with integrated web pages) for involving boys and men in prevention and reduction of GBV at regional and national levels. The website serve the following functions:</p> <p>1) as a public face and virtual resource centre for the regional and local campaigns 2) as a comprehensive resource for capacity development (in research, awareness, advocacy, etc) 3) as a networking and exchange platform 4) as an umbrella site for country and language specific web pages</p>	30,000 Web design, hosting	20,000 Website upkeep	15,000 Website Upkeep	15,000 Website Upkeep
	<p>2009-11 Website expanded and updated</p>	<p>1.4 Developing campaign partnership and community mobilization strategy</p>				
	<p>2008 Regional Campaign partnerships secured</p>	<p>1.5 Expanding partnerships with private sector, CSOs, and government partners</p>	20,000 Consultant & Workshops	30,000 Consultant & Workshops		
	<p>2009 Regional campaign launched</p>	<p>1.6 Implementing regional mass media campaign</p>		100,000 Buying media	100,000 Buying media	100,000 Buying media
	<p>2009-11 National campaigns implemented (using regional campaign templates and kits)</p> <p>2009-11 Campaign events</p>	<p>1.7 Supporting national level campaigns, adaptation of materials and local events</p> <p>1.8 Holding regional public awareness events And highlighting campaign in existing high profile regional events</p>		100,000 Subcontract (Production, Translation)	75,000 Subcontract (Production, Translation)	75,000 Subcontract (Production, Translation)

Networking and Capacity Development

Intended Outputs	Output Targets (years)	Indicative Activities	2008	2009	2010	2011
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<p>Output 2: Selected government, civil society and UN advocates in the region are equipped with enhanced capacities to implement initiatives working with boys and men for GBV prevention</p> <p>Suggested performance Indicators:</p> <p>Number of new initiatives on working with boys and men on GBV prevention implemented with UN support</p> <p>Government and UN: National: Baseline = 0 Target = 10</p> <p>Civil Society: National/local: Baseline = 0 Target = 30</p>	2008 Regional knowledge networking hub functioning	2.1 Setting up and maintaining joint programme office	14,000 Office rental 10,000 equipment 156,000 Personnel	18,000 Office 10,000 equipment 175,000 Personnel	18,000 Office rental 7,000 equipment 175,000 Personnel	18,000 Office 3,000 equipment 175,000 Personnel
	2008 Pilot countries/ projects selected for comprehensive regional support	2.2 Coordination with UN country programmes and partners	20,000 travel Workshops	25,000 travel Workshops		
	2009-10 National initiatives/projects supported by UNV volunteers and regional knowledge hub	2.3 Locating national UNV volunteers in selected UN projects, with CSOs and/or community based groups , based on a generic community outreach and volunteer mobilization strategy to combat GBV, which can be readily adapted to local contexts	22,500 National UNVs (15000 X3)	105,000 National UNVs (15000 X 7)	150,000 National UNVs (15,000 x 10)	90,000 National UNVs (15,000 X 6)
		2.4 Coordination of capacity development activities and pool of national UNV volunteers	22,500 Int'l UNV	45,000 Int'l UNV	45,000 Int'l UNV	45,000 Int'l UNV
	2008-09 New networks established	2.5 Supporting the formation of new national and sub regional networks of key partners and stakeholders in the region	10,000 Workshops	30,000 Workshop		
	2008-10 National and sub regional networks strengthened	2.6 Supporting cross border learning and capacity development of existing networks through sub regional trainings and secretariat support	25,000 Subcontract	45,000 Subcontract & workshops	45,000 Subcontract & workshops	45,000 Sub Contract
		2.7 Support consultations and joint trainings with allied constituencies of women's empowerment groups, PLHIV and children's advocates, etc.		25,000	25,000	15,000
	2008-11 Mapping of capacity development resources and expertise updated	2.8 Capacity assessment and mapping of regional expertise (institutional capacity assessments and resource mapping)	15,000 Research (mapping)	20,000 Research	20,000 Research	20,000 Research
		2.9 Consolidating existing training resources on boys and men and GBV				
	2009-10 Training resources	2.10 Producing and disseminating capacity development materials on violence prevention to complement existing resources		30,000 Research 20,000	30,000 Research 20,000	20,000 Research 10,000

	consolidated and disseminated			Production Disseminate	Production	Production
	2009-11 Regional and national level capacity development implemented	2.11 Maintaining technical advisory group and pool of GBV experts in the region	10,000 Travel & Communi- cations	15,000 Travel & Communi- cations	15,000 Travel & Communi- cations	10,000 Travel & Communi- cations
		2.12 Regional training of trainers workshops		50,000 Workshops	50,000 Workshops	50,000 Workshop
		2.13 Supporting national level capacity development with pool of regional experts		75,000 subcontract	75,000 subcontract	75,000 subcontract

Research, Knowledge and Policy Advice

Intended Outputs	Output Targets (years)	Indicative Activities	2008	2009	2010	2011
Output 3: Government, civil society and UN advocates gain access to regional knowledge resources and evidence-based policy tools on working with boys and men for gender-based violence prevention Suggested performance Indicators: Number of knowledge resources and policy	2008 Research sites/partners selected	3.1 Selecting research sites and partners (coordinated with outputs one and two: UNV and network partners)	5,000 Subcontract Travel			
	2008-11 Technical support supplied to national partners for research on boys, men and GBV	3.2 Producing standardised research methodology	20,000 Subcontract			
		3.3 Providing technical support to country level research, policies and programming		40,000 subcontract Travel	40,000 Subcontract Travel	40,000 contract Travel
	2008-10 Regional and country level research produced	3.4 Supporting coordinated qualitative and quantitative research projects on GBV and boys/men at selected sites	50,000 Sub- contracts	300,000 Sub- contracts	100,000 Sub- contracts	50,000 Sub- contracts

tools developed B=0 T=20		3.5 Supporting regional level research on boys, men and gender-based violence prevention		40,000 Subcontract Research	40,000 Subcontract Research	40,000 Subcontract Research (including end line data collection)
	Number of knowledge resources and policy tools distributed B=0 T=5000	2008 Database of GBV knowledge & data established	3.6 Undertaking consolidation and analysis of existing research and data on GBV and prevention	10,000 Research	30,000 Research	
Number of references to knowledge resources and policy tools B=0 T=100			3.7 Maintaining database of GBV, research knowledge products & data		10,000 Research	10,000 Research
	2008-11 Regional impact evaluation produced	3.8 Developing impact evaluation strategy and collecting baseline data	20,000	30,000	10,000	90,000
2008 -11 Regional knowledge tools disseminated		3.9 Prepare data analysis reports, in-depth analysis of findings, and consolidated regional conclusions		40,000 Research	40,000 Research	40,000 Research
		3.10 Disseminate key findings from research through website, publications, articles, and awareness raising tools.		40,000 Publication	50,000 Publications	50,000 Publicatio n
2008-11 Policy papers disseminated (discussion and White Paper) 2011 Joint UN Policy Statement on GBV Prevention in Asia- Pacific Disseminated		3.11 Policy-oriented research paper prepared capturing the role and contribution of community-led interventions against GBV, including both inclusive participation and monitoring by vulnerable groups, and the impact of voluntary (collective) action			40,000 Research	10,000 Publicatio n
		3.12 Producing “policy discussion paper” series	15,000 Research	40,000 Research	40,000 Research	40,000 Research
		3.13 Drafting of joint UN policy recommendations on GBV prevention		20,000 Research	40,000 Research & Printing	20,000 Research
		3.14 Supporting regional, sub regional & country level dialogues for enhanced policy responses to GBV (advocating for collective policy recommendations of UN participating organisations)		40,000 Events	40,000 Events	40,000 Events

Budget Summary

Total Programme Budget (A)			5,114,000
Support costs @ 7% MA+1% AA (B) The support costs will be allocated per activity to the participating UN organization serving as the implementing agency			409,120
Total Budget- (C) = {A+B}			5,523,120
Contributions	UNDP	1,000,000 and in kind Staff Time	
	UNFPA	500,000 and in kind Staff Time	
	UNV	450,000 and in kind Staff Time	
	UNIFEM	70,000 and in kind Staff Time	
UN Contributions			2,020,000
Unfunded Budget			3,503,120

Annual Work Plan 1 July 2008 – 31 Dec 2008

2008 Contributions

UNDP	250,000
UNV	135,000
UNFPA	125,000
UNIFEM	<u>50,000</u>
Total:	560,000

Output One

Annual targets	Activities	TIME FRAME 2008 July 2008- Dec 2008				RESPONSIBLE PARTY	PLANNED BUDGET		
				Q3	Q4		Source of Funds	Budget Description	Amount
Regional campaign materials produced	Develop programme communications and outreach strategy			X	X	UNIFEM	UNIFEM 25,000	Subcontracts Consultants	25,000
	Developing the strategy and branding for the RJP and regional campaign (including messaging and target groups)					Joint Programme Team (JPT)	Pooled Fund	Subcontracts Consultants	25,000
	Market testing of campaign branding and messaging				X			Subcontracts	15,000
	Develop and produce campaign materials as an adaptable kit				X			Subcontracts	20,000
	Website produced and maintained	Developing a website for the regional campaign, including an online volunteering component			X			X	Subcontracts
Campaign partnerships secured and expanded									
	Expanding campaign partnerships			X	X		Workshops	20,000	

Output Two - Networking and Capacity Development

Annual targets	Activities	TIME FRAME				PARTY	PLANNED BUDGET		
Regional knowledge hub functioning	Maintain joint programme team			X	X	UNDP	UNDP	Office rental	14,000
							Equipment	10,000	
							Int'l consultants	126,000	
							Consultant	30,000	
Pilot project supported by UNVs and regional knowledge hub	Outreach to UN country programmes		X	x	X	UNDP	UNDP	Workshops	20,000
	Placement of UNV volunteers with partners			X	X	JPT	Pooled fund	National UNV volunteers	22,500
	Capacity development coordination			X	X			International UNV	22,500
National and Sub regional networks strengthened	Formation of sub regional and national networks		x	X	X	UNDP	UNDP	Workshop	10,000
	Capacity development of network members (secretariats, training)			X	X	UNIFEM	UNIFEM	Subcontracts	25,000
						JPT	Pooled fund		
Training resources consolidated and produced	Capacity assessment and mapping of networks, resources and gaps				X	JPT	Pooled fund	Consultant	15,000
	Coordinating pool of regional experts			X	X			Subcontract	10,000

Output 3 - Research, Knowledge and Policy Advice

Annual targets	Activities	TIME FRAME					PLANNED BUDGET		
Research sites selected	Selecting pilot sites and partners			X	X	JPT	Pooled fund	Travel Consultants	5,000
Technical support to select countries offered	Produce standardised research methodologies and tools			X	X			Consultants	20,000
Research produced and disseminated	Supporting regional research on selected themes for enhanced policy advice			X	X			Sub Contracts Consultants	
	Supporting national research projects			X	X			Sub Contracts Consultants	50,000
Regional impact evaluation produced	Develop impact evaluation strategy and collect baseline data			x	x			Sub contract	20,000
Database of GBV knowledge resources maintained	Undertake consolidation and analysis of existing research			X	X			Consultants	10,000
Policy papers produced	Drafting of policy discussion papers		x	X	X	UNDP	UNDP	Consultants	15,000
Total Budget									560,000

6. Management and Coordination Arrangements

The joint programme will be implemented over a period of 42 months, commencing in 8 August 2008 and ending 31 December 2011.

To deliver the three cohesive programme outputs, the programme will be managed by one Managing Agent (MA), with a single set of programming guidelines. A Joint Programme Team will be the primary coordinating and implementing body. In the spirit of one UN, all participating organizations are represented by the Programme Team, and the Programme Team will liaise constantly with the regional offices/representatives of all participating organizations. The Programme Team will be located in Bangkok, in order to be physically close to regional offices of participating UN organisations.

This structure will allow for streamlined and effective coordination and implementation of a complex and integrated set of activities under one cohesive workplan and one set of programme management and operations guidelines. All participating organizations will have a representative on the programme Steering Committee. The Steering Committee will approve the programme's annual workplans (AWP), and of the selection of the Programme Coordinator and other staffing choices.

UNDP will serve as the single Managing Agent for the joint programme, and the programme will be directly executed under UNDP guidelines. The MA is accountable for timely disbursement of funds and supplies, for coordinating technical inputs by all participating UN organizations, and for all fiduciary arrangements. The MA is also responsible for supporting regional, sub regional and/or national implementing partners in the management of the specific project activities set out in the joint programme document and AWP. In addition, the MA assumes full programmatic responsibility and financial accountability for the funds transferred to the joint programme fund.

The MA will ensure effective delivery of the entire programme and by undertaking the following:

- Facilitate the preparatory phase of the programme including setting up of management and financial systems, recruitment of the programme team and appointing an interim programme coordinator
- Convene regular meetings and discussion to develop a project implementation strategy and its application
- Prepare and share narrative and financial reports in accordance with UNDP policies and procedures for submission to Regional Steering Committee
- Conduct monitoring for results of programme activities against indicators determined for the joint programme
- Raise red flags to the Regional Steering Committee, if progress has not been made or is unsatisfactory, and recommend remedial action

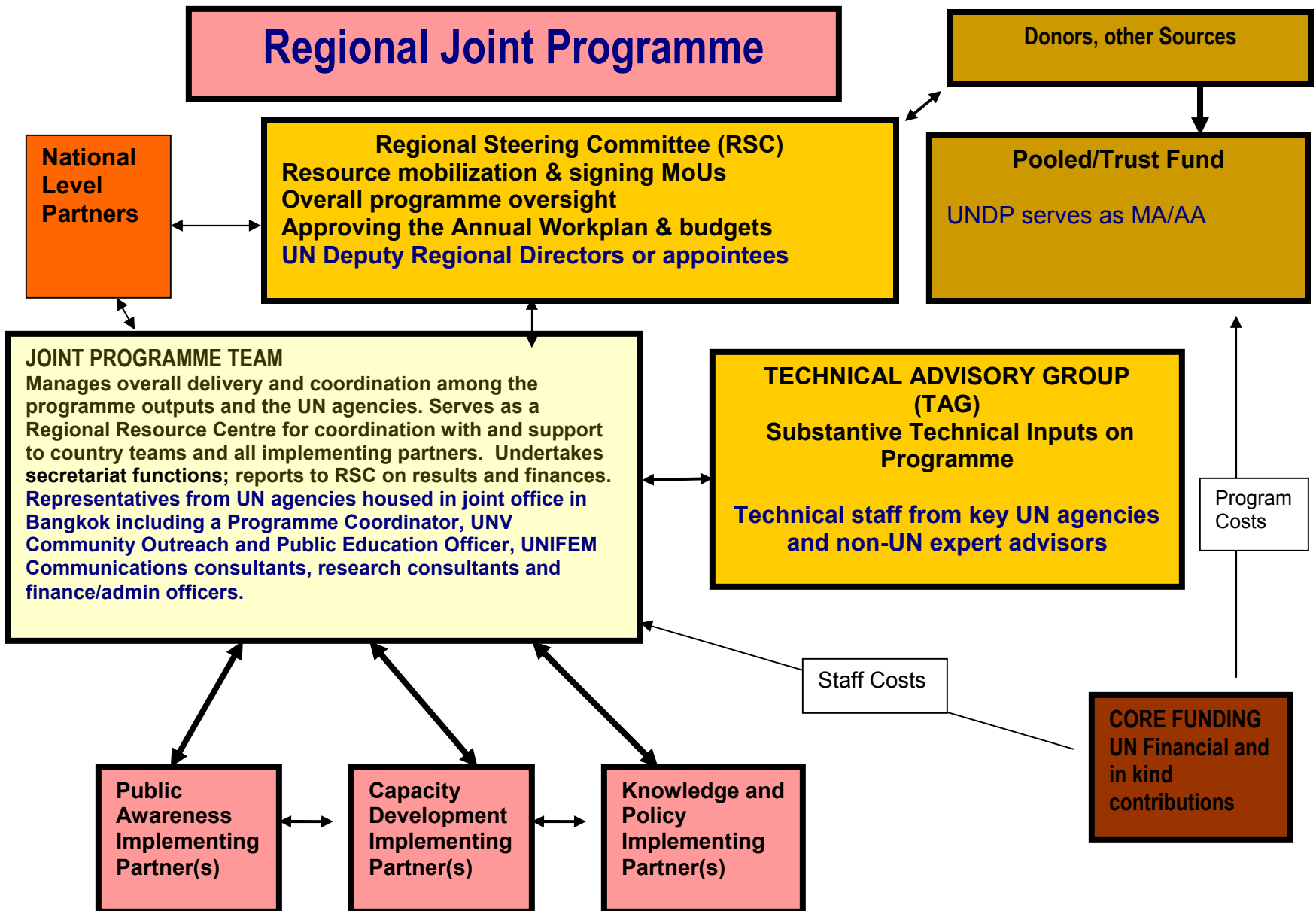
The Regional Joint Programme will be based on Prince 2 Result-Based Programming, and UNDP Programme and Operations Policies and Procedures (POPP) under the Direct Execution (DEX) modality. Given the regional and joint nature of the programme, the DEX modality will enhance the delivery of outputs and cost-effective results.

Programme Architecture and Summary of Roles

A Regional Steering Committee has been established (see diagram below) to provide guidance to and oversight of the Regional Joint Programme. The composition of the RSC includes one individual appointed by each agency at the level of Deputy Regional Director (or equivalent). The UNDP Deputy Regional Director will serve as the Senior Supplier for the programme as a member of the Regional Steering Committee.

A Joint Programme Team (JPT) - comprised of a Programme Coordinator, analysts and consultants representing participating organisations - undertakes substantive, coordination and administrative functions. The programme's day-to-day operations will be managed by the Programme Coordinator (see Annex for TORs). The JPT will be physically located in Bangkok.

An Assurance Officer will have overall responsibility for programme monitoring, risk management review, quality assurance and for timely submission of reports to the Regional Steering Committee. This function will be performed by the UNDP Regional Monitoring and Evaluation Specialist, to be recruited by UNDP and located at the Regional Centre Bangkok.



Roles and responsibilities

Regional Steering Committee (RSC) composed of the UN regional deputy directors (or appointees) to meet annually or as needed. The RSC has the following functions:

- Approving the joint programme document, budget and annual workplan.
- Identifying resource mobilization opportunities and mobilizing resources for the joint programme
- Meeting annually to review programme progress, approve annual workplans and budgets, discuss and agree on policy issues, and resolve any bottlenecks in implementation
- Overseeing and assessing the overall quality and impact of joint programme as documented in evaluation reports.
- Signing necessary MOUs and agreements
- Supporting the dissemination of programme knowledge products and policy tools

Technical Advisory Group (TAG) composed of specialists from the participating UN organisations as well as external specialists (from partner organizations, members of RJP participating organisations' own technical panels, etc). The group provides guidance and coherence on the shape of the programme products and contributes to their technical monitoring. TAG members serve as peer reviewers of knowledge resources (publications, advocacy and campaign materials, toolkits, etc.). Much of the TAG support could be provided virtually. Although they will be members of the TAG, non-UN partners will not be involved in either design or approval process of activities funded by the Joint Programme. The responsibilities of the TAG include the following:

- Assisting in the refining of programme priorities and specific areas of focus
- Reviewing the joint programme products and deliverables for quality assurance
- Offering expert advice related to GBV and its prevention
- Assisting in facilitating partnerships among civil society networks, government and donors.
- Liaising counterparts at the country/local level to help inform the knowledge products and deliverables of the Programme.
- Meeting to review progress of the joint programme, respond to challenges and issues arising, and inform the direction of the programme as it develops over time. The meeting can be held virtually and will take place prior to the Annual Review meeting of the RSC so that the discussions of the TAG meeting will be taken into consideration during the Annual Review by the RSC.

Joint Programme Team

Comprised of a Programme Coordinator, programme specialists, consultants and administrative support staff - see Annex Four "suggested terms of reference". The functions of the Joint Programme Team include:

Technical

- Establish and maintain Regional Joint Programme office
- Coordinated internal communications and knowledge consolidation from participating orgs
- Coordinate and implement the RJP: campaigning, capacity development, networking and research /policy activities
- Coordinate technical assistance to UN Country Teams and projects on demand that consolidates expertise from all participating UN organisations
- Consolidate and share learning from all components through regional programme knowledge products
- Produce M & E tools and collect base line data for measuring impact of the programme
- Implement a human resources strategy and maintain consultant roster

- Assist with the implementation of a coordinated resource mobilisation strategy

Administrative

- Overall programme results management
- Coordination of the TAG's work to ensure the effective use of its inputs
- Consolidating MA inputs for joint Annual Work Plan
- Developing and implementing a mechanism for joint M & E plan
- Consolidating the reports from the project managers and submitting reports to the RSC, external partners and donors.
- Serving as secretariat to the RSC and TAG
- In coordination TAG, propose revisions to the joint programme document.

7. Fund Management Arrangements

Combined Pooled, Parallel and Pass through funding

The funding modalities for the joint programme will evolve as the programme expands. Thus this programme may utilise a combination of the pooled, pass through and parallel fund management arrangements. To start, a **pooled fund** will be established for core contributions from UN. The pooled fund arrangement will be used to consolidate UN contributions and support the Programme Team as the primary implementation body for the first phase of the programme. This modality will allow the programme to deliver as one UN and to greatly simplify the programme management/coordination process. UNDP will undertake the function of the managing agent (MA) for the pooled programme fund.

Additional resource mobilisation for the programme will be coordinated by the Programme Team and undertaken with approval of all participating organizations. All proposals will be shared among participating organisations and outreach to donors in will be undertaken under the name of all participating organizations.

As additional funding (e.g. donor funding) is contributed to the programme, a pass through modality can be utilized. This arrangement will allow for participating organizations to directly implement activities in coordination with the joint Programme Team. Funds will pass through to individual UN organizations with the capacity to take on implementing roles for activities specified under the AWP as approved by the Steering Committee. All jointly mobilized resources will be directed to programme activities as agreed by the Steering Committee and partner donors based on strategic priorities to deliver the greatest overall impact of the programme.

A **parallel** funding arrangement will also be utilised by UNDP to cover staffing and overhead costs including the Programme Coordinator, Programme Support and office rental. The parallel arrangement is being utilised in order to save the cost of administrative fees. UNIFEM will also contribute parallel funds to undertake the strategy development of the public awareness component and outreach activities.

Under this combination of options, the AWP will reflect resources allocated under each fund management option. Aggregated/consolidated reporting (both narrative and financial) will likewise include each of the fund management options used in the joint programme. Each participating organization directly implementing activities under a pass through arrangement is responsible for timely reporting to the Steering Committee/Programme Coordinator on their delivery and results.

The participating UN organizations will 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.

Contributions from Participating Organisations

UNDP will contribute USD \$1,000,000 to the joint programme in equal disbursements of \$250,000 per year for four years. With this contribution, UNDP will cover the costs of the Programme Coordinator, support staff and the overhead and equipment costs for the joint programme office. The remaining UNDP resources will go towards programme activities as stipulated in the annual workplan. In kind contributions from UNDP will support the Programme Team, Technical Advisory Group and Steering Committee.

UNFPA will contribute USD \$500,000 to the joint programme over four years in equal disbursements of \$125,000 per year to the pooled fund. With this contribution UNFPA will cover the costs of specific programme components identified in the AWP. UNFPA's in-kind contribution will consist of technical and programmatic support from the UNFPA Regional Office in Bangkok (15% of the Gender Advisor's time (P5); 5% of the Regional Programme Manager's time (P5); 15% of the Programme Specialist's time (P3). The Gender Advisor and Specialist's time will primarily contribute to the delivery of the research activities.

UNV will contribute USD \$450,000 over four years directly to the joint programme pooled fund. The annual disbursements from UNV will be outlined in the AWP as follows: 2008 \$150,000, 2009 \$100,000, 2010 \$100,000, and 2011 \$100,000 In kind staff time of the Senior Programme Specialist, Asia/Pacific/Europe/CIS section in UNV Bonn (10%), UNV Programme Officer in Thailand (5%) as well as other UNV Programme Officers already based in the RJP countries concerned to coordinate management of national UNV volunteers and as part of national UN theme groups on gender where applicable.

UNIFEM will contribute a total of \$50,000 in 2008 and \$20,000 in 2009 in the form of parallel funding. UNIFEM will also provide in-kind support from the UNIFEM Bangkok, Delhi and Pakistan offices. Staff time from UNIFEM will contribute significantly to the delivery of the public awareness components.

From Bangkok:

Regional Programme Director: 10%
Regional Programme Specialist: 10%
Gender Specialist: 30%
Project Consultant: 30%

From Delhi:

Senior Programme Officer: 10%

From Pakistan:

Programme Officer: 10%

From Nepal:

Programme Officer: 20%

8. Monitoring, Evaluation and Reporting

In accordance with the programming policies and procedures outlined in the UNDP User Guide, the project will be monitored through the following:

Within the annual cycle

On a quarterly basis, a quality assessment shall record progress towards the completion of key deliverables, based on quality criteria and methods captured below:

- An **Issues Log** shall be activated in Atlas and updated by the Project Coordinator to facilitate tracking and resolution of potential problems or requests for change.
- Based on the initial risk analysis submitted, **Risk Log** shall be activated in Atlas and regularly updated based on the external environment that may affect project implementation.
- Based on the above information recorded in Atlas, Quarterly Progress Reports (QPR) shall be submitted by the Programme Coordinator to the Steering Committee.
- A **Lessons-learned Log** shall be activated and regularly updated to ensure on-going learning and adaptation within the programme organization, and to facilitate the preparation of the Lessons-learned Report at the end of the project.
- A **Monitoring Schedule Plan** shall be activated in Atlas and updated to track key management actions/events.

Annually

- **Annual Review Report.** An Annual Review Report shall be prepared by the Programme Coordinator and submitted to the Steering Committee in advance of Steering Committee meetings. As minimum requirement, the Annual Review Report shall consist of the Atlas standard format for the QPR covering the whole year with updated information for each of the above elements of the QPR as well as a summary of results achieved against pre-defined annual targets at the output level.
- **Annual Programme Review.** Based on the above report, an annual programme review shall be conducted during the fourth quarter of the year or soon after, to assess the performance of the programme and appraise the Annual Work Plan (AWP) for the following year. In the last year, this review will be a final assessment. This review is driven by the Steering Committee and may involve other stakeholders as required. It shall focus on the extent to which progress is being made towards output attainment, and whether these remain aligned to appropriate outcomes.
- **A Programme Completion Report** will be prepared in a draft form two months prior to the completion of the programme.

Project Evaluations: In consultation with the Steering Committee, an independent evaluation will be undertaken towards the end of the programme cycle, and preferably no later than the third quarter of 2011. Draft Terms of Reference of the Evaluation will be prepared by the programme team and will be finalized with inputs from the members of the Steering Committee.

The evaluation will cover (but will not be limited to) the following:

- Assessment of the achievement of all Outputs and Activities against the expected results and indicators set out in the Project Document and the RRF
- Interview with partner organisations and target beneficiaries on the impact of programme activities in selected participating countries
- Overall adequacy, effectiveness, efficiency and impact of the programme.

The M & E Plan

A minimum three per cent of the total programme budget will be allocated to M & E over the programme period, and this amount can increase with additional contributions from donors and programme partners.

An impact evaluation will be a separate deliverable and knowledge product of this innovative initiative to be completed at the end of the programme. The impact evaluation plan will be developed jointly with programme partners, and the evaluation strategy will be developed in the first months of programme. Necessary baseline and endline data will be collected to help measure the programme impact. Specific baseline data can be collected through partnership with planned research/survey projects to measure programme results areas and potentially attitudinal changes among boys and men related to gender equality²⁵.

The Programme Monitoring Framework below outlines the performance indicators for the three outputs of the programme. Monitoring of these performance indicators will support efficient programme management and the evaluation impact process.

All M & E data, to the extent possible, will be collected at the national and regional levels (for example, through the programme's learning and support loop described in the Strategy section above). Monitoring of results from national level programming supported by this regional programme may be used as additional proxies for the results impact of the regional joint programme, and some support may be given to national level projects for suggested M & E frameworks and data collection.

The monitoring and evaluation plan will be shaped in part by existing monitoring and evaluation methodologies used for campaigns, research, capacity development and gender-based violence prevention projects. The learning will be used for furthering such initiatives within Asia-Pacific and beyond.

²⁵ Conversations with select research survey projects are underway in India, Pakistan and Cambodia to add survey questions related to the programme areas and the "Gender Equitable Men" (GEM) Scale to measure attitudinal and behavioral changes among boys and men associated with community level interventions.

Programme Monitoring Framework

Expected Results	Indicators (with baselines & indicative timeframe)	Means of verification	Collection methods (with indicative time frame & frequency)	Responsibilities	Risks & assumptions
Output 1: Public awareness campaigns mobilising boys and men implemented at the regional and national levels	<p>1) Number of public awareness campaigns supported by UN joint programme</p> <p>Baseline regional: 0 Baseline national: 0</p> <p>Target regional: 1 Target national/local: 20</p> <p>2) Number of campaign kits downloaded</p> <p>Baseline: 0 Target regional: 150</p> <p>3) Number of national and/or local campaign links to the website</p> <p>Links: B=0 T= 20</p>	<p>National GBV project reports</p> <p>National and regional media reports</p> <p>Network member reports</p> <p>Website registration & number of downloads</p>	<p>Consolidation of country project reports</p> <p>Annually starting Q2 2009</p> <p>Media analysis service (clippings, etc)</p> <p>Bi-annually, starting Q2 2009</p> <p>Consolidation of network reports</p> <p>Annually starting Q1 2009</p> <p>Analysis of website statistics</p> <p>Quarterly, starting 2009</p>	<p>UNIFEM: collection of media reports</p> <p>UNIFEM: Data analysis of statistics generated through the Programme website</p> <p>All agencies: collection of national project reports</p> <p>UNDP: consolidation of country project reports and summaries</p> <p>UNV: consolidation of network reports</p>	<p><u>Assumptions</u></p> <p>A growing understanding among partner governments and donors of the importance of gender-based violence prevention in ensuring human development.</p> <p><u>Risks</u></p> <p>A wrongly targeted and timed public awareness campaign, one that does not last long enough or mobilise the right change makers to help transform attitudes and behaviours, would endanger the success of the initiative overall.</p> <p>The public awareness campaigns may raise expectations and demand for services that may stress existing service providers beyond their limits.</p>
Output 2: Government, civil society and UN advocates in the region are able to implement initiatives working with boys and men	<p>Number of new initiatives on working with boys and men on GBV prevention implemented with UN support</p> <p>Government and UN: National: Baseline = 0 Target = 10</p>	<p>National GBV project reports</p> <p>National and local media reports</p>	<p>Consolidation of country project reports</p> <p>Annually starting 2008</p> <p>Media analysis service (clippings, etc)</p> <p>Bi-annually, starting</p>	<p>All agencies: collection of national project reports</p> <p>UNDP: collection of Network reports and summaries</p> <p>UNIFEM: collection of media reports</p>	<p><u>Assumptions</u></p> <p>A growing understanding among partner governments and donors of the importance of gender-based violence prevention in ensuring human development.</p> <p><u>Risks</u></p>

<p>for gender-based violence prevention</p>	<p>Civil Society: National/local: Baseline = 0 Target = 30</p> <p>Number of local/national and regional 'champions' identified/emerging among boys/men as a direct result of GBV prevention advocacy and voluntary action at community level</p> <p>Baseline: 0 Target: 30</p>	<p>Network member reports</p>	<p>Q2 2009</p> <p>Consolidation of network reports Annually starting Q1 2009</p> <p>Analysis of website statistics Quarterly, starting 2009</p>	<p>UNV: Compilation of good practices and identification of national champions based on reports/feedback from UNV volunteers hosted by national UN/CSO/CBO partners</p>	<p>Lack of lack operational and technical capacities in Country Offices and their partners.</p> <p>Challenges in identifying highly qualified and experienced gender-based violence prevention experts.</p>
<p>Output 3: Government, civil society and UN advocates gain access to cutting edge knowledge resources and policy tools on gender-based violence prevention (through the Regional Resource Facility)</p>	<p>Number of knowledge resources and policy tools developed B=0 T=20</p> <p>Number of knowledge resources and policy tools distributed B=0 T=5000</p> <p>Number of references to knowledge resources and policy tools B=0 T=100</p>	<p>Annual programme reports</p> <p>Number of downloads from the website</p> <p>Journal articles, policy and project documents, and government documents</p>	<p>Review of number of knowledge product and policy tools printed and distributed. 2011</p> <p>Analysis of website statistics Quarterly, starting 2009</p> <p>Review of journal articles, knowledge resources and policy documents. Annually starting 2010</p>	<p>UNDP is responsible for joint programme reporting</p> <p>UNIFEM: Data analysis of statistics generated through the Programme website</p> <p>UNFPA: Literature review of resources on GBV.</p> <p>UNV: Policy-oriented research paper prepared capturing the role and contribution of community-led interventions against GBV, including both inclusive participation and monitoring by vulnerable groups,</p>	<p><u>Assumptions</u> Requests for technical assistance by Host Governments will continue to increase, given the strengthened capacity of the UN in the region on gender-based violence prevention assistance.</p> <p>National development plans will increasingly integrate women's empowerment and gender-based violence prevention as central pillars.</p> <p><u>Risks</u> Changing political environments and national priorities, undermining or compromising capacity development.</p> <p>Changing priorities of the international community, weakening efforts to prevent gender-based</p>

				and the impact of voluntary (collective) action	violence.
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Risk management

It is assumed that:

- a) A growing understanding among partner governments and donors of the importance of gender-based violence prevention in ensuring human development.
- b) Requests for technical assistance by Host Governments will continue to increase, given the strengthened capacity of the UN in the region on gender-based violence prevention assistance.
- c) National development plans will increasingly integrate women's empowerment and gender-based violence prevention as central pillars.

Risks may include:

- Inadequate response to resource mobilization efforts, hampering capacity to respond to the increasing demand from the Country Offices and Host Governments.
- A wrongly targeted and timed public awareness campaign, one that does not last long enough or mobilise the right change makers to help transform attitudes and behaviours, would endanger the success of the initiative overall.
- The public awareness campaigns may raise expectations and demand for services that may stress existing service providers beyond their limits.
- Lack of operational and technical capacities in Country Offices and their partners.
- Challenges in identifying highly qualified and experienced gender-based violence prevention experts.
- Changing political environments and national priorities, undermining or compromising capacity development.
- Changing priorities of the international community, weakening efforts to prevent gender-based violence.

Counter measures:

- Increase advocacy efforts to sensitize bilaterals in supporting gender-based violence prevention measures.
- Provide comprehensive operational support packages to UN Country Teams and projects including technical assistance, operational and knowledge tools and strategic guidance to gender-based violence prevention programming.
- Increase partnerships with UN sister agencies, specialized NGOs, research institutes, academic institutions to mobilize technical expertise; recruit new staff by end of 2008; and, undertake reviews of the workplan and prioritize commitments.
- Engage with relevant regional & national stakeholders to ensure national ownership in making gender-based violence prevention central to national development and human security priorities.
- Increase advocacy efforts in inter-governmental fora to bring international community's attention to gender-based violence and comprehensive policy frameworks for prevention.

9. Legal Context or Basis of Relationship

Regional and global projects:

The project document shall be the instrument envisaged and defined in the [Supplemental Provisions](#) to the Project Document, attached hereto and forming an integral part hereof, as the “Project Document”.

This project will be executed by the agency (name of agency) (“Executing Agency”) in accordance with its financial regulations, rules, practices and procedures only to the extent that they do not contravene the principles of the Financial Regulations and Rules of UNDP. Where the financial governance of an Executing Agency does not provide the required guidance to ensure best value for money, fairness, integrity, transparency, and effective international competition, that of UNDP shall apply.

The responsibility for the safety and security of the Executing Agency and its personnel and property, and of UNDP’s property in the Executing Agency’s custody, rests with the Executing Agency. The Executing Agency shall: (a) put in place an appropriate security plan and maintain the security plan, taking into account the security situation in the country where the project is being carried; (b) assume all risks and liabilities related to the executing agency’s security, and the full implementation of the security plan. UNDP reserves the right to verify whether such a plan is in place, and to suggest modifications to the plan when necessary. Failure to maintain and implement an appropriate security plan as required hereunder shall be deemed a breach of this agreement.

The Executing Agency agrees to undertake all reasonable efforts to ensure that none of the UNDP funds received pursuant to the Project Document are used to provide support to individuals or entities associated with terrorism and that the recipients of any amounts provided by UNDP hereunder 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 Project Document.

This project also forms part of an overall programmatic framework under which several separate associated country level activities would be implemented. When assistance and support services are provided from this project to the associated country level activities, this document shall be the “Project Document” instrument referred to in (i) the respective signed SBAs for the specific countries, or (ii) in the [Supplemental Provisions](#) attached to the Project Document in cases where the recipient country has not signed an SBA with UNDP.

Annex One: Evolving Conceptualisations of Gender-based Violence

The following three UN definitions for gender-based violence were put forward over the past two decades, with the third definition from 2006 as the most expansive. This Joint Programme subscribes to these definitions of gender-based violence.

Additionally, suggested short definition of gender-based violence to help frame the scope of this programme is any form of violence used to establish, enforce and/or perpetuate unequal gender power relations. In other words, gender-based violence is a tool of discrimination -- a policing mechanism to enforce the gender norms that privilege certain groups over others – men over women and groups of men over others. This concept of GBV connects the use of violence with gender inequality and gender norms and socialization processes. Underlying these norms and socialization processes are versions of masculinity that sanction the use of violence to the detriment of all.

GBV is mostly men's violence towards women and girls, but it can also be violence toward other men, boys and transgender individuals (in the form of bullying, baiting, gay bashing, sexual abuse, etc.) and violence perpetrated by women (such as mother-in-law abuse). Gender-based violence takes many forms - physical, sexual, psychological, restricted freedoms, child neglect, coercion and/or threats – but it does not necessarily include all forms of interpersonal or institutional violence.

UN Definitions

1) "Gender-based violence is a form of discrimination that seriously inhibits women's ability to enjoy rights and freedoms on a basis of equality with men". ... "Gender-based violence, which impairs or nullifies the enjoyment by women of human rights and fundamental freedoms under general international law or under human rights conventions, is discrimination within the meaning of article 1 of the Convention (CEDAW).

Committee on the Elimination of All Forms of Discrimination against Women – General Recommendation 19 (11th session, 1992)

<http://www.un.org/womenwatch/daw/cedaw/recommendations/recomm.htm>

2) "any act of violence that results in, or is likely to result in, physical, sexual or psychological harm or suffering to women, including threats of such acts, coercion or arbitrary deprivation of liberty, whether occurring in public or in private life"

Declaration on the Elimination of Violence against Women. General Assembly resolution 48/104 of 20 December 1993. – Article 1.

[http://www.unhcr.ch/huridocda/huridoca.nsf/\(Symbol\)/A.RES.48.104.En](http://www.unhcr.ch/huridocda/huridoca.nsf/(Symbol)/A.RES.48.104.En)

3) "any harmful act that is perpetrated against a person's will and that is based on *socially associated differences* between males and females'. As such violence is based on socially ascribed differences, gender-based violence includes, but it is not limited to sexual violence. While women and girls of all ages make up the majority of the victims, men and boys are also both direct and indirect victims. It is clear that the effects of such violence are both physical and psychological, and have long term detrimental consequences for both the survivors and their communities"

ECOSOC Humanitarian Affairs Segment 2006. "Addressing Gender-based violence in Humanitarian Emergencies" "Gender –based violence and the role of the UN and its Member States"
www.un.org/docs/ecosoc/meetings/2006/docs/Presentation%20Mr.%20Michel.pdf

Annex Two: Terms of Reference - Programme Team

Partners in Prevention: Working with Boys and Men to Prevent Gender-based Violence
Regional Joint Programme
JOB DESCRIPTION:
Joint Programme Coordinator

I. Position Information

Job Title: Programme Coordinator
 Reports to: UNDP and the UN Regional Steering Committee

Suggested Grade: L5
 Duty Station: Bangkok, Thailand

Organizational Context

The Regional Joint Programme for Gender Based-Violence prevention in Asia-Pacific, “Partners in Prevention: Working with Boys and Men to Prevent Gender-based Violence” is an inter-agency initiative of UNDP, UNFPA, UNIFEM and UNV. The programme seeks to address the challenges of gender inequality and reduce the prevalence of gender-based violence in the region. The Joint Programme Team, managed by UNDP and representing the participating organisations is located in Bangkok, and provides consolidated responses and support for gender-based violence prevention. The Joint Programme Team also provides technical and substantive support to key partners including UN country offices and teams. This support includes programming, awareness raising, capacity development and policy advice for gender-based violence prevention. In addition to the internal technical specialists, the Programme draws on a pool of high quality experts from the affiliated UN partners, within the regional and globally.

- 1. Level of responsibility/accountability:** The Programme Coordinator will be responsible for the overall coordination, implementation, and management of the Regional Joint Programme. S/he has the authority to run the programme on behalf of the Programme Steering Committee within the constraints laid down by the Steering Committee.
- 2. Coordination responsibilities:** The incumbent will coordinate the day-to-day management Joint UN Programme, and will be located in the Joint Programme office. This includes coordination and management of in-kind and in-cash contributions of all participating organisations
- 3. Liaison Functions:** As Programme Coordinator, the incumbent will represent all participating organisations of the Regional Joint Programme and remain in close communication with the Steering Committee and all affiliated partners. She/he will be the primary liaison between the participating organisation and the Joint Programme Team and will be in direct contact with UNCTs, gender theme groups and stakeholders within the Asia-Pacific region to build synergies with the Joint UN Programme.
- 4. Enabling environment:** the incumbent is expected to contribute to learning processes and capacity development among the Joint UN Programme Team, UN colleagues in Asia-Pacific and programme partners.

The incumbent will be hired under UNDP human resource procedures and will be managed by and report to UNDP in consultation with the Steering Committee of the Joint Programme.

Functions / Key Results Expected

The Programme Coordinator is responsible for day-to-day management and decision-making for the programme. The Coordinator's prime responsibility is to ensure that the programme produces the results specified in the Annual Work Plan, to the required standard of quality and within the specified constraints of time and cost. The Programme Coordinator will coordinate and manage inputs from participating organisations and ensure their sequencing contributes to delivering timely results. The Programme Coordinator will oversee the delivery of reporting requirements to the Regional Steering Committee in a timely manner in accordance with the Activities described in the Programme Document. The Programme Coordinator will report to UNDP/RBAP management.

1. Overall programme management:

- Prepare the Annual Work Plan and gain its approval from the Regional Steering Committee
- Manage the implementation of all deliverables and activities assigned to the Joint Programme Team under the AWP
- Coordinate inputs from all participating organisations and ensure their sequencing contributes to delivering programme results
- Draft TORs and work specifications for consultancies/subcontracts
- Manage, direct and motivate the all staff of the Regional Programme Team
- Develop and implement an internal communications strategy to maintain transparency and wide ranging communications among all participating organisations and communicate directly to UNCTs in the region
- Liaise with the Regional Steering Committee to ensure the overall direction and integrity of the programme
- Agree on a technical and quality strategy with appropriate members of the Technical Advisory Group and Regional Steering Committee.
- Identify and obtain any support and advice required for the management, planning and control of the programme
- Be responsible for overall programme administration
- Be responsible for change control and any required configuration management

Programme monitoring:

- Plan and monitor activities as determined in the Programme Monitoring Schedule Plan; and update the plan, as required
- Manage the risks as determined in the Programme Risks Log, including the development of contingency plans as necessary,
- Take responsibility for overall progress and use of resources and initiate corrective actions where necessary

Programme reporting:

- Prepare and report to the Programme Steering Committee through annual programme reports and end programme report
- Prepare and report to RBAP and Regional GSC in accordance with agreed deliverables and timelines
- Prepare the Lessons-learned Reports
- Prepare any follow-on action recommendations reports, required

2. Provide technical support to UNCTs, Governments, NGOs and other partners

- Provide support to regional partners, Country Offices, and CSOs in the region to plan and implement localised activities supported by the Regional Joint Programme
- Coordinate the implementation strategies of country specific activities in selected pilot locales
- Facilitate the on demand technical support to UNCTs and country offices of participating UN agencies related to programme deliverables.
- Training and capacity development support for UN and NGO staff, and government officials on public awareness for gender-based violence prevention
- Represent the Regional Joint Programme in international fora, conferences and training events.

Competencies and Critical Success Factors

- Demonstration of integrity by modelling UN values and ethical standards
- Proven ability to function at both technical advisory and project management levels
- Demonstrated team management and coordination skills
- Experience with the UN System; especially the participating organisations in the RJP
- A good understanding of UNDP programme, finance and operational procedures will be an asset
- Proven experience with gender equality and gender-based violence issues in Asia-Pacific
- Expertise and demonstrated experience with the involvement of boys and men to achieve gender equality and prevent gender based-violence
- Existing relationships with CSOs, development partners and donors in the region
- Demonstrated competence in producing analytical knowledge products
- Ability to work independently and as a team player
- Excellent interpersonal skills; demonstrated ability to work in a multicultural, multi-ethnic environment and to maintain effective work relations with people of different national and cultural backgrounds with sensitivity and respect for diversity
- Demonstrated strong leadership skills; proven ability to plan and organize work to deliver results
- Actively working towards continuing personal learning and development
- Ability to lead strategic planning, results-based management and reporting
- Ability to go beyond established procedures and models, propose new approaches which expand the range of programmes
- Ability to work with minimal supervision
- Ability to lead monitoring and evaluation of development programmes
- Focus on impact and results and responding positively to critical feedback
- Consistently approaching work with energy and a positive, constructive attitude
- Demonstrated strong oral and written communication skills
- Building strong relationships with clients and external actors

Recruitment Qualification

Education:	Minimum Master's degree in gender and development or a related field such as sociology, social work, public health, international development with substantial experience in gender and violence prevention
Experience:	At least 10 years of related programme experience in gender equality, gender-based violence prevention and project management preferably with an international organization. Strong knowledge of the Asia-Pacific context and prior experience in working with key stakeholders in the region. Expertise in work with boys and men for violence prevention and previous experience with the United Nations will be strong assets.
Language Requirements:	Excellent communication skills in oral and writing English; knowledge of a UN-language or other languages of the Asia-Pacific region an advantage

Partners in Prevention: Working with Boys and Men to Prevent Gender-based Violence

**TERMS OF REFERENCE:
UNITED NATIONS VOLUNTEER
Community Outreach and Public Education Officer**

I. Position Information

Functional Title: Community Outreach and Public Education Officer	United Nations Volunteer
Reports to: Joint UN Programme Coordinator /UNV Bonn	Duty Station: Bangkok, Thailand

Specific Nature of the Post and Organizational Context

This post is a United Nations Volunteers assignment based at the Regional Joint Programme (RJP) secretariat, administered by the United Nations Development Programme (UNDP) on behalf of the UN partners, UNIFEM, UNFPA and UNV. The duties associated with this post will be carried out within a framework of voluntary commitment and engagement, which are the foundations of volunteerism.

United Nations Volunteers is the UN Organization that supports sustainable human development globally through the promotion of volunteerism and through the mobilization of volunteers. It serves the causes of peace and development by enhancing opportunities for people's participation. It supports the notion that volunteerism is universal, inclusive and embraces volunteer actions in all its diversity.

Volunteerism is diverse and is embedded in all cultures. Voluntary action in its various forms brings benefits to others as well as to the individual volunteer. It makes important economic and social contributions, and it contributes to creating social capital and cohesion by helping to build trust and reciprocity among people.

In this context, as a United Nations Volunteer, the successful candidate is expected to seek opportunities to identify and stimulate local expressions of volunteerism. S/he is expected to regard national colleagues as peers and together uphold the trust of the communities and the organization to which the UNV volunteer is assigned.

The Regional Joint Programme for Gender Based-Violence prevention in Asia-Pacific, "Partners in Prevention: Working with Boys and Men to Prevent Gender-based Violence" is an inter-agency initiative of UNDP, UNFPA, UNIFEM, and UNV. The programme seeks to address the challenges of gender inequality and reduce the prevalence of gender-based violence in the region. The Joint Programme Team, representing the participating organisations and located in Bangkok, provides consolidated responses and support for gender-based violence prevention. The Joint Programme Team also provides technical and substantive support to key partners including UN country offices and teams.

1. Level of responsibility/accountability: As a volunteer member of the Joint Programme Team and under the shared supervision of UNV and the Joint Programme Coordinator, the incumbent will support the development and implementation of activities related to the Public Awareness and Capacity Development and Networking Outputs of the Joint UN Programme (Outputs 1 & 2). Key activities will include: outreach and support to various constituencies mobilised through the joint programme public awareness campaign, a training of trainers with specific sessions on community mobilisation and public education for gender-based violence prevention; and, coordination and support to affiliated UNVs working on gender-based violence prevention in selected countries in the region.

2. Enabling environment: the incumbent is expected to contribute to learning processes and capacity development among peers within the Joint UN Programme Team, UNV colleagues in Asia-Pacific and regional programme partners.

3. Liaison focus of the job: The incumbent will contribute to achieving the results of the Joint UN Programme. As a team member, the incumbent will represent Joint Programme and remain in close communication with all affiliated partners. Concurrently the incumbent will uphold and promote the values of volunteerism and UNV with all programme partners. She/he will be the primary liaison between UNV and the Joint Programme Team and will be in direct contact with United Nations Volunteers, their partners and stakeholders within the Asia-Pacific region to build synergies with the Joint UN Programme.

The incumbent will be recruited under UNV procedures and will be managed by and report to the Programme Coordinator of the Joint UN Programme, with a secondary reporting line to UNV Bonn.

Functions / Key Results Expected

Summary of key functions:

The UNV volunteer will provide support in the development, co-ordination and oversight of the implementation of major programme activities related to public awareness and capacity development – specifically community outreach and public education. Specifically, s/he will be responsible for the following:

1. Implement effective regional community outreach and education plan integrated with national/local level activities.

- Develop a regional community outreach and public education strategy to interface with country and local level projects
- Undertake outreach with local partners - government, civil society and private sector (trade unions) - for broad participation in and ownership of local campaigns and community education activities for violence prevention;
- Establish and maintain a vibrant community focused knowledge network, especially among the National UNV volunteers deployed at the national and sub-national levels to aid in regular exchange of information and learning which feeds into conceptual and policy dialogues at the national and regional level.
- Ensure and facilitate regular monitoring, reporting, communication and information exchange on the activities to programme partners and all other stake holders in the region as appropriate.

2. Provide capacity development support to UNV volunteers, UN staff, Governments, NGOs and other partners

- Provide technical support to UNV volunteers, UN Staff and other partners in the region to facilitate project formulation and implementation of local community education initiatives utilising the regional campaign template/branding
- Oversee the development and implementation of a regional training of trainers on mobilising boys and men to prevent violence for national UNV volunteers affiliated with the regional programme
- Support the coordination and organisation of regional forums/events for capacity development and cross border knowledge sharing within Asia-Pacific
- Facilitate technical support to UNCTs and country offices of participating UN agencies related to outreach and integrated approaches to awareness raising, capacity development and community education.

3. Serve as liaison between the UNV and the UN joint programme

- The incumbent is responsible for ensuring consistent communications between UNV and the joint programme team and partners
- Ensure UNV values and volunteerism is integrated into the joint programme
- Keep UNV (HQ and in the region) informed of key joint programme activities

4. Support to Programme Management and Team

- Draft narrative reports and updates related to the Public Awareness and Capacity Development Outputs of the Joint Programme
- Report on a regular basis to the Programme Manager and Support Staff on the financial management of the programme activities
- Support preparation of mid-term and final programme evaluations as required
- Report all bottlenecks and potential issues related to the Public Awareness Output to the Programme Manager
- Represent the Joint Programme Team in sub-regional, regional and inter-agency platforms as requested

Impact of Results

- Communities mobilised across the region to support the roles and responsibilities of boys and men in gender-based violence prevention
- More boys and men are allies to women and children for ending gender-based violence
- Integrated campaigns, community education and capacity development activities successfully implemented and sustained in Asia-Pacific
- Innovative pilots, campaigns and community outreach initiatives supported at the country and local level through a regional network of UNV volunteers and partners.

Competencies and Critical Success Factors

- Demonstration of integrity by modelling UN values and ethical standards and treating all people fairly without favouritism
- Experience in capacity development, community outreach and campaigns
- Understanding of gender and violence issues in Asia and the Pacific
- Understanding of work with boys and men to achieve gender equality
- Ability to work independently and as a team player
- Excellent interpersonal skills; demonstrated ability to work in a multicultural, multi-ethnic environment and to maintain effective work relations with people of different national and cultural backgrounds with sensitivity and respect for diversity
- Demonstrated strong leadership skills; proven ability to plan and organize work to deliver results.
- Sharing of knowledge and experience and contribution to UNV and the Joint UN Programme
- Ability to contribute to strategic planning, results-based management and reporting
- Ability to go beyond established procedures and models, propose new approaches which expand the range of programmes
- Ability to work with minimal supervision
- Ability to lead formulation and evaluation of programme activities
- Focus on impact and results and responding positively to critical feedback
- Consistently approaching work with energy and a positive, constructive attitude
- Demonstrated strong oral and written communication skills
- Building strong relationships with clients and external actors

Recruitment Qualification

Education:	Minimum Master's degree in a related field such as sociology, social work, public health, international development with substantial experience in gender and violence prevention
Experience:	At least 5 years of related programme experience in capacity development, public education and community outreach preferably with an international organization. Strong knowledge of violence prevention and the Asia-Pacific context and prior experience in working with key stakeholders in the region. Previous experience in work with boys and men for violence prevention will be a strong asset.
Language Requirements:	Excellent communication skills in oral and writing English; knowledge of a UN-language or other languages of the Asia-Pacific region an advantage

Partners in Prevention: Working with Boys and Men to Prevent Gender-based Violence
JOB DESCRIPTION: Programme Assistant

Duties and Responsibilities:

The Programme Assistant will provide day-to-day support to the Programme Coordinator in a range of areas including: day-to-day administrative support; financial record tracking; document/report management. Under the supervision of the PC, the Assistant will provide the following services to the programme team members:

Administrative:

- Maintain and update inventory of all programme equipment and coordinate with vendors for maintenance and renewal of suppliers.
- Maintain and update a shared database of programme contacts/networks.
- Liaise with the Operations Support Team (OST) and UNDP's travel agent, and others as necessary on administrative, procurement and financial matters as appropriate.
- Contact other UN agencies, government and other external partners to set up meetings and other activities as per programme requirements.
- Prepare and process requisitions requests in accordance with the programme work/procurement plan.
- Provide necessary administrative support to programme consultants.
- Maintain a calendar of events (international, regional and national) relevant to the programme's work plan.
- Archive all programme reports (Quarterly, annual, BTORs, workshops events, etc.) and publications, including those produced by participating countries with programme funding.
- Distribute programme reports and publications to participating countries and partners, as appropriate.
- Contact and follow-up with identified focal points in the COs of the programme countries on matters relevant to the implementation of the programme.
- Other duties as directed

Travel and logistical arrangements:

- Prepare in advance travel arrangements for the programme team's official missions, including visa requests, travel requests/authorizations, security clearances, hotel reservations and transportation, documentation for the mission.
- Maintain all supporting documents related to official missions needed to settle travel claims and for audit purposes according to UNDP Regulations and Rules (i.e. ticket stubs; receipts related to hotel bills, visas, DSA, security clearance requirements, etc.)

Qualifications:

- Secondary Education. University Degree in Business or Public Administration would be desirable.
- Prior experience of at least 3 years in administrative and secretarial work. Familiarity with UNDP administrative/financial systems would be an asset.
- Experience of using Atlas tool would be an asset.
- Computer Skills: MS Office, Email communication
- Languages: Strong written and oral communication skills in English

Partners in Prevention: Working with Boys and Men to Prevent Gender-based Violence
Regional Joint Programme
JOB DESCRIPTION:
Research and Policy Advocacy Consultant

I. Position Information

Job Title: Research and Policy Advocacy Consultant

Suggested Grade: Consultant (ALD 3)

Duty Station: Bangkok, Thailand

Reports to: Programme Coordinator

Organizational Context

The Regional Joint Programme for Gender Based-Violence prevention in Asia-Pacific, “Partners in Prevention: Working with Boys and Men to Prevent Gender-based Violence” is an inter-agency initiative of UNDP, UNFPA, UNIFEM and UNV. The programme seeks to address the challenges of gender inequality and reduce the prevalence of gender-based violence in the region. The Joint Programme Team, managed by UNDP and representing the participating organisations is located in Bangkok, and provides consolidated responses and support for gender-based violence prevention. The Joint Programme Team also provides technical and substantive support to key partners including UN country offices and teams. This support includes programming, awareness raising, capacity development and policy advice for gender- based violence prevention. In addition to the internal technical specialists, the Programme draws on a pool of high quality experts from the affiliated UN partners, within the regional and globally. The consultant will be hired under UNDP human resource procedures and will be managed by and report to UNDP.

Key Results Expected

Research, Capacity Development Support and Policy Advocacy

Under the supervision of the Programme Coordinator, the consultant will contribute to research, capacity development and policy advocacy activities to support delivery of a successful regional joint programme as follows:

Research

- Undertake consolidation and analysis of existing research on GBV prevention
- Supporting regional research on selected themes for enhanced policy advice
- Supporting national research projects through backstopping and technical advice
- Supporting the monitoring process for the impact evaluation

Capacity Development

- Assist with capacity assessments of NGO, Government and other programme partners
- Training and capacity development support for UN and NGO staff, and government officials on policy frameworks for gender-based violence prevention
- Represent the Regional Joint Programme in international fora, conferences and training events when needed

Policy Advocacy

- Provide support to regional partners, UNCTs, and CSOs in the region to plan and implement localised research and policy advocacy
- Assist with technical support to UNCTs and country offices of participating UN agencies related to

- policy analysis, human rights based approaches and policy frameworks for GBV prevention
- Support to finalisation of policy discussion papers

Other ad hoc tasks to assist with the delivery of the regional programme will be required.

Impact of Results

- Integrated research, capacity development and policy activities successfully implemented and sustained in Asia-Pacific
- Enhanced understanding of policies including the roles and responsibilities of boys and men in gender-based violence prevention
- More boys and men are allies to women and children for ending gender-based violence

Competencies and Critical Success Factors

- Understanding of policy making and intra-governmental policy process
- Understanding of legal frameworks and human rights based approaches
- Experience in research and substantive writing/editing
- Ability to contribute to capacity development initiatives
- Ability to contribute to strategic planning, results-based management and reporting
- Experience with gender and violence issues in Asia and the Pacific
- Understanding of work with boys and men to achieve gender equality
- Demonstration of integrity by modelling UN values and ethical standards and treating all people fairly without favouritism
- Ability to work independently and as a team player
- Excellent interpersonal skills; demonstrated ability to work in a multicultural, multi-ethnic environment and to maintain effective work relations with people of different national and cultural backgrounds with sensitivity and respect for diversity
- Demonstrated strong leadership skills; proven ability to plan and organize work to deliver results.
- Ability to go beyond established procedures and models, propose new approaches which expand the range of programmes
- Ability to work with minimal supervision
- Ability to lead formulation and evaluation of programme activities
- Focus on impact and results and responding positively to critical feedback
- Consistently approaching work with energy and a positive, constructive attitude
- Demonstrated strong oral and written communication skills
- Building strong relationships with clients and external actors

Recruitment Qualification

Education:	Minimum Master's degree in gender and development or a related field such as sociology, social work, public health, international development with substantial experience in gender and violence prevention
Experience:	At least 6 years of related programme experience in research, policy processes and gender or human rights preferably with an international organization. Strong knowledge of Asia-Pacific policy contexts and processes Prior experience in working with governments in the region an asset. Expertise in work with boys and men for violence prevention and previous experience with the United Nations will be strong assets.
Language Requirements:	Excellent communication skills in oral and writing English; knowledge of a UN-language or other languages of the Asia-Pacific region an advantage

Terms of Reference for Project Assurance Officer

The Project Assurance Officer (PAO) will have overall responsibility for project monitoring, risk management, quality assurance and for timely submission of reports to the Project Steering Committee. Specifically, the PAO will perform the following tasks:

- Ensure that funds are made available to the project on a timely basis.
- Ensure that risks and issues logs are prepared and properly managed, and that the logs in Atlas are regularly updated.
- Ensure that critical project information is monitored and updated in Atlas, using the Activity Quality Assessment page in particular.
- Ensure that Project Quarterly Progress Reports, Annual Reports, Evaluation Report, End of Project Report are prepared and submitted on time, and according to standards in terms of format and content quality.
- Ensure that financial reports are submitted to UNDP on time, and that CDRs are prepared and submitted to the Project Steering Committee.
- Perform oversight activities, such as periodic monitoring visits and “spot checks”.

Annex Three: Standard Memorandum of Understanding between the Participating UN Organizations and the Managing Agent for pooled fund management

WHEREAS, [list names of Participating UN Organizations] (hereinafter referred to collectively as the “Participating UN Organizations”) have developed a joint programme (hereinafter referred to as the “Joint Programme”) as part of their respective development cooperation with the Government of [name of country], as more fully described in the detailed Joint Programme document dated [date of Joint Programme document], document no. [reference no. of document] (hereinafter referred to as the “Joint Programme Document”) ²⁶, and have agreed to establish a coordination mechanism ²⁷ (hereinafter referred to as the “Joint Programme Steering Committee”) ²⁸ to facilitate the effective and efficient collaboration between the Participating UN Organizations and the host Government for the implementation of the Joint Programme;

WHEREAS, the Participating UN Organizations have agreed that they will fully participate in the preparation, planning, and evaluation of the Joint Programme in cooperation with the host Government, and that they will appoint one of the Participating UN Organizations to be responsible for supporting the national partner in the management of the Joint Programme funds and activities, (hereinafter referred to as “Managing Agent”) in order to achieve the objectives of the Joint Programme more effectively and efficiently; and

WHEREAS, the Participating UN Organizations have further agreed that they will pool their existing or otherwise mobilized Regular and/or Other Resources for the Joint Programme and put such resources under management and administration by the Managing Agent for supporting the national partner in the implementation of the Joint Programme;

WHEREAS, the Participating UN Organizations and the Government/national partner have further agreed that [name of the Managing Agent] (which is also a Participating UN Organization) ²⁹ will be so appointed and will serve as the administrative interface with the national partner, and be responsible for supporting the national partner in the management of the Joint Programme, and the Participating UN Organization [name of Management Agent] has agreed to do so in accordance with this Memorandum of Understanding.

NOW, THEREFORE, the [name of Managing Agent] and the Participating UN Organizations (hereinafter referred to collectively as the “Parties”) hereby agree as follows:

Article I

Appointment of Managing Agent, its Status and Duties

1. The Participating UN Organizations hereby appoint [name of Managing Agent] as the “Managing Agent” or the “MA” to be responsible for the administration of the funds and for supporting the national partner in the management of the Joint Programme activities set out in the Joint

²⁶ The Joint Programme Document contains at a minimum a common work plan, a budget, the coordination and management mechanism and signature of all parties to the Document.

²⁷ Parties to the Joint Programme Document will decide on the most appropriate coordination mechanism is – as for example, a Theme group, a Steering Committee, a management committee. For ease of reference, this mechanism is referred to as the “Joint Programming Steering Committee” in this document.

²⁸ The Composition of the Joint Programme Steering Committee or other body shall include all of the signatories to the Joint Programme Document. The Steering Committee may also have other members in an observer capacity, such as donors and other stakeholders.

²⁹ In most cases the MA will also be a Participating UN Organization. However, where the MA is not a Participating UN Organization, this provision can be deleted.

Programme Document. The Managing Agent accepts this appointment and assumes full programmatic responsibility and financial accountability for the funds transferred to it by the Participating UN Organizations. This appointment shall continue until it terminates, or is terminated, in accordance with Article VIII below.

2. The Managing Agent shall perform the following duties:
 - (a) disburse funds and supplies in a timely fashion;
 - (b) coordinate technical inputs by all Participating UN Organizations;
 - (c) follow-up with the (sub-)national partner on implementation;
 - (d) be accountable for narrative and financial reporting to the joint programme coordination mechanism;
 - (e) perform such other activities as the Participating UN Organizations and the Managing Agent may agree in writing.

3. In discharging its obligations under this Memorandum of Understanding, the Managing Agent shall have the status of an independent contractor and shall not be considered as an agent of the Participating UN Organizations or any of them and, thus, its personnel shall not be considered as staff members or personnel of any of them. Without restricting the generality of the preceding sentence, none of the Participating UN Organizations shall be liable for the acts or omissions of the Managing Agent or its personnel, or of persons performing services on its behalf, to the extent that the Participating UN Organizations or any one of them have not contributed to such acts or omissions of the Managing Agent resulting in such liability. In the case of any contributory acts or omissions of the Participating UN Organizations, the resulting liability shall be apportioned among them or any one of them.

Article II

Financial Matters

1. The Participating UN Organizations shall contribute to the costs of the Joint Programme activities in accordance with the budget contained in the Joint Programme Document attached as ANNEX A. A schedule of payments is attached as ANNEX B.

2. The Managing Agent shall establish a separate ledger account under its financial regulations and rules for the receipt and administration of the funds received by it pursuant to this Memorandum of Understanding (hereinafter, the “Joint Programme Account”). The Joint Programme Account shall be administered by the Managing Agent in accordance with the regulations, rules, directives and procedures applicable to it, including those relating to interest. The Joint Programme Account shall be subject exclusively to the internal and external auditing procedures laid down in the financial regulations, rules, directives and procedures applicable to the Managing Agent. The audit conducted by the Managing Agent’s internal and/or external auditors shall be considered acceptable to the Participating UN Organizations.

3. The Participating UN Organizations shall transfer funds to the Managing Agent through wire transfer. When making a transfer to the Managing Agent, each Participating UN Organization will notify the Managing Agent’s Treasury Operations of the following: (a) the amount transferred, (b) the value date of the transfer; and (c) that the transfer is from that Participating UN Organization in respect of the joint programme in **[name of country]** pursuant to this Memorandum of Understanding, for deposit to the Joint Programme Account.

4. The Managing Agent shall not be required to commence or continue activities in connection with the Joint Programme if a scheduled contribution from a Participating UN Organization has not been paid.
5. The funds in the Joint Programme Account shall be accounted as income to the Managing Agent. In accordance with its policies and procedures for cost recovery in line with decisions of its Executive Board, the Managing Agent will apply [amount in words] percent ([amount in figures]%) of the contribution of each Participating UN Organization towards the Managing Agent's indirect costs.

Article III

Activities of the Managing Agent

1. The Managing Agent shall support the national partner in the management of the Joint Programme activities contemplated in the Joint Programme Document in accordance with its regulations, rules, directives and procedures. Accordingly, personnel shall be engaged and administered, equipment, supplies and services purchased, and contracts entered into in accordance with the provisions of such regulations, rules, directives and procedures.
2. Any modifications to the Joint Programme activities set out in the Joint Programme Document, including as to their nature, content, sequencing or the duration thereof, shall be subject to mutual agreement in writing between the Participating UN Organizations and the Managing Agent, following approval of the Joint Programme Steering Committee. Any change in the budget for the Joint Programme set out in the Joint Programme Document shall be subject to mutual agreement in writing between all parties to the Joint Programme Document.
3. Where the Managing Agent wishes to support the implementation of the Joint Programme activities through or in collaboration with a third party, it shall be responsible for discharging all commitments and obligations with such third parties, and no Participating UN Organization shall be responsible for doing so.

Article IV

Reporting

1. The Managing Agent shall provide the Joint Programme Steering Committee with the following statements and reports prepared in accordance with the regulations, rules and procedures applicable to it and as reflected in the joint programme document. In line with the principle that there should be only one annual report, the reporting arrangements are recommended to be:
 - (a) Narrative progress reports for each twelve-month period, to be provided no later than _____ after the end of the applicable reporting period;³⁰
 - (b) Interim, locally-produced, annual financial reports as of 31 December each year with respect to the Joint Programme Account, to be provided no later than _____ after the end of the applicable reporting period;³¹

³⁰ The MA should insert the periods for issuance of the reports set forth in this Article IV, consistent with its usual reporting requirements.

- (c) A final narrative report and uncertified financial report, to be provided no later than ____ months after the completion of the Joint Programme (in the case of the final report) and ____ months after the last 31 December during which funds disbursed from the Joint Programme Account;
- (d) A final certified financial statement, to be provided [.....]
2. Apart from the reports set further above, no other reports will be provided by the Managing Agent to the Participating UN Organizations or to the other contributors (if any) to the Joint Programme Account.

Article V

Other Contributors to Support the Joint Programme

1. Where a funding gap exists over and above the commitments made by Participating UN Organizations, the Managing Agent can engage in resource mobilization for the additional necessary funds. Donors would normally be expected to contribute to the Joint Programme through the Managing Agent. The Managing Agent would inform the Participating UN Organizations of any such contributions through the Joint Programme Steering Committee
2. In cases where a Participating UN Organization commits existing or otherwise mobilized other resources to the Joint Programme, the agreement between the participating UN organization concerned, and the donor would govern the said contribution.

Article VI

Monitoring and Evaluation

Monitoring and evaluation of the Joint Programme shall be undertaken exclusively in accordance with the Managing Agent's procedures and policy guidance and as reflected in the Joint Programme Document.

Article VII

Communication

Upon consultation with the Participating UN Organizations, the Managing Agent shall take appropriate measures to publicize the Joint Programme as a joint programme of all the Participating UN Organizations. Information given to the press, to the beneficiaries of the Joint Programme, all related publicity material, official notices, reports and publications, shall acknowledge the role of the host Government, the Managing Agent, all Participating UN Organizations and the other contributors (if any) to the Joint Programme Account.

Article VIII

Expiration, modification and termination of the Agreement

1. This Memorandum of Understanding shall expire upon completion of the Joint Programme, subject to the continuance in force of paragraph 5 below for the purposes therein stated.

³¹ The reports specified in Article IV (1)(b) and (c) are interim reports and are not certified. They are to be completed by the country or regional office, as appropriate.

2. This Memorandum of Understanding may be modified only by written agreement between the Parties.
3. Any of the Participating UN Organizations may withdraw from this Memorandum of Understanding upon giving thirty (30) days' written notice to all other parties to this Memorandum of Understanding that it has given notice, in accordance with the Joint Programme Document, of its withdrawal from the Joint Programme. In the event of any such withdrawal, the withdrawing Participating UN Organization shall only be eligible for a refund on contributions provided hereunder which have not yet been committed and/or disbursed.
4. The Managing Agent's appointment may be terminated by the Managing Agent (on the one hand) or by the mutual agreement of all Participating UN Organizations and the host Government (on the other) on thirty (30) days' written notice to the other party, subject to the continuance in force of paragraph 5 below for the purpose therein stated. In the event of such termination, the Parties shall agree on measures to bring all activities to an orderly and prompt conclusion so as to minimize costs and expense.
5. Obligations assumed by the Parties under this Memorandum of Understanding shall survive the expiration or termination of this Memorandum of Understanding to the extent necessary to permit the orderly conclusion of the Joint Programme and the completion of final reports, the withdrawal of personnel, funds and property, the settlement of accounts between the Parties hereto and the settlement of contractual liabilities that are required in respect of any subcontractors, consultants or suppliers. Any balance remaining in the Joint Programme Account shall be used for a purpose mutually agreed upon by the Parties to this Memorandum of Understanding.

Article IX Notices

1. Any action required or permitted to be taken under this Memorandum of Understanding may be taken on behalf of the Managing Agent by _____, or his or her designated representative and on behalf of a Participating UN Organization by the head of office in [name of country], or his or her designated representative.
2. Any notice or request required or permitted to be given or made in this Memorandum of Understanding shall be in writing. Such notice or request shall be deemed to be duly given or made when it shall have been delivered by hand, mail, cable or telex to the party to which it is required to be given or made, at such party's address specified in ANNEX C to this Memorandum of Understanding or at such other address as the party shall have specified in writing to the party giving such notice or making such request.

Article X Entry into force

This Memorandum of Understanding shall enter into force upon signature by authorized officials of the Parties and shall continue in full force and effect until it is expired or terminated.

Article XI Settlement of disputes

The Parties shall use their best efforts to promptly settle through direct negotiations any dispute, controversy or claim arising out of or in connection with this Memorandum of Understanding or any breach thereof. Any such dispute, controversy or claim which is not settled within sixty (60) days from the date either party has notified the other party of the nature of the dispute, controversy or claim and of the measures which

should be taken to rectify it, shall be resolved through consultation between the Executive Heads of each of the Participating UN Organizations and of the Managing Agent.

IN WITNESS WHEREOF, the undersigned, duly authorized representatives of the respective Parties, have signed this Memorandum of Understanding in the English in **[number of signatories]** copies.

For the Managing Agent For _____

Signature: _____	Signature: _____
Name: _____	Name: _____
Title: _____	Title: _____
Place: _____	Place: _____
Date: _____	Date: _____

For _____ For _____

Signature: _____	Signature: _____
Name: _____	Name: _____
Title: _____	Title: _____
Place: _____	Place: _____
Date: _____	Date: _____

ANNEX A: Joint Programme Document Extract – Budget [and Disbursement Plan]

ANNEX B: Schedule of payments

ANNEX C

NOTICES

For the Managing Agent:

Name: _____
Title: _____
Address: _____
Telephone: _____
Facsimile: _____
Electronic mail: _____