

## Information Bulletin

# Joint Programmes and Pooled Funds

### The SDGs: A call for strengthened sectoral integration and pooling resources

Agenda 2030 (adopted in September 2015) calls for the UN Development System (UNDS) to follow an integrated and improved financing approach. The interconnected and interdisciplinary nature of the SDGs calls for a collective approach by the UNDS to bring together agency specific mandates and sectorial focus for a coordinated joint policy and programmatic support. Further, the [2016 Quadrennial Comprehensive Policy Review \(QCPR\)](#) also highlights the need to rely on common instruments to enhance UN policy coherence and coordination, whereby Member States “urges the United Nations development system to continue developing well-designed pooled funds, as a complement to agency-specific funds, that reflect and support common objectives and cross-cutting issues for United Nations funds, programmes and specialized agencies, and to enhance their participation, where appropriate, in such funding mechanisms” (GA Resolution Paragraph 33).

SDGs, unlike the MDGs have a more global focus encompassing the needs of both developed and developing countries. Such shift has resulted in huge resource requirement that goes beyond the traditional ODA support. Anchored on priority areas identified in country specific UNDAFs, such approaches are expected to unlock domestic resources, private sector investment and blended financing as well as pooling of resources towards the SDGs.

## 1. How can Joint Programmes/ Pooled Funding help in Achieving Joint Results?

UNICEF's new [Strategic Plan 2018-2021](#) has now incorporated UN partnerships and strengthening coherence as one of the critical change strategy to deliver results. Anchored on the UNDAFs, the strategic plan encourages well designed Joint Programmes to reach specific targets and milestones in policy coherence, system building and mobilization of partners and communities for results. Such joint approaches:



**Support National partners to achieve the SDGs:** Improved financing mechanisms and enhanced UN partnerships would help diversify the donor base and help in achieving results by taking national development plans/UNDAF as common overarching instruments. Pooled funds and joint programmes can be used to facilitate comprehensive theory of change and causal linkages with defined actions by all partners involved vs individual projects that can only achieve incremental change in parts.



**Promote Coherence and create a center of gravity:** While focusing on policy and programmatic coherence, this calls for a shift from piece meal approach to identification of synergies and value add through working together that would allow integrated programme formulation, implementation and monitoring for long-term impacts.



**Bridge silos** between humanitarian, peace, security and development assistance to respond to countries faced with multiple and complex challenges.



**Improve risk management:** pooled/blended financing approach brings multi-stakeholder participation committed to common objectives leading to shared risk (contextual, programmatic and institutional) ultimately leading to results achievement.

## When to use Joint Programmes/ Funding?

### Appropriate if:

- It identifies and **builds on complementary** and brings together the added value of its partners in addressing complex development challenges and achieve results
- It moves from a focus on processes and compliance to a view of pooled funding **driven by results and supporting specific outcomes** that cannot be achieved by individual agencies
- It **builds on country analysis, UNDAFs, and frameworks/work plans** developed in Results Groups

### Not Appropriate if:

- It **does not fit programming context, is not cost-efficient**, has high transaction costs and no evident capacity to manage/ implement and report on the integrated result
- There are **no obvious and strategic entry points**, not everything needs to be in a joint programme
- There are **no clear sustainability or leveraging opportunity** identified and this is used as a gap filler with no continuity of results



**Working with 12 UN Agencies**

- Support to the National Government Priorities
- Guided by the UNDAF

**Country Experience: The Case in Cameroon**

A joint programme through SIDA contribution with the participation of 6 UN Agencies has been instrumental in reaching close to 1 million habitants in Northern Cameroon in health service delivery, promoting demand, access to service and utilization leading to increased community demand for health centers and rise in the number of skilled health workers.

Joint Programmes required considerable time for consensus but are the cornerstones for stronger impact, greater efficiency and effectiveness, positioning UNICEF to maintain its brand 'Rights of Children'



## 2. Joint Funding Mechanisms

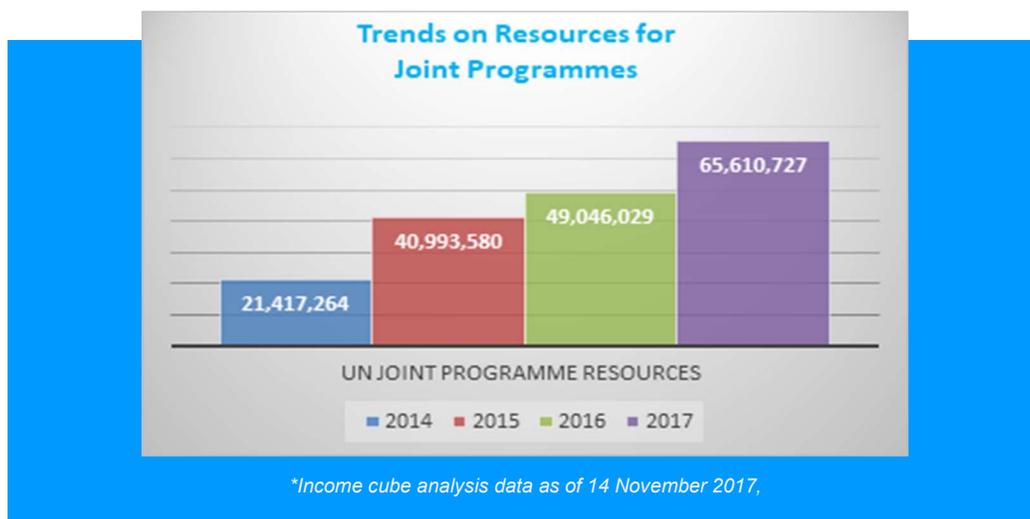
**Joint Programmes:** More than 2 agencies working towards a common result with a contribution of funds coming from different sources such as Canada, DFID, Sweden, Norway, EU and others – here the following funding modalities could be used, with UNICEF having either one of the following roles - Administrative Agent, Convening Agent, Participating Agency or Managing Agent:

- **Pooled Fund:** 2 to 5 UN organizations PUNOs delegate programmatic and financial management to a Management Agent (MA). MA is accountable for programme and financial result. PUNOs pool fund to MA. Donor(s) can also provide fund to MA for delivering result
- **Pass-through Funds:** 2 to 5 UN organizations PUNOs delegate financial management to an Administrative Agent (AA) and programme coordination to a Convening Agency (CA). PUNOs are accountable for own programme and financial result. CA is accountable for programmatic coordination among PUNOs. AA is accountable for effective and impartial fiduciary management of donor funds. PUNOs mobilize resources jointly from donors.
- **Parallel Fund:** ≥ 2 UN organizations together plan and monitor joint work plan. Each participating UN organization (PUNO) is accountable for its own programme result, fund management. Each agency mobilizes its own resources & keeps other(s) informed.

Please refer to <https://undg.org/> for **UNDG Guidance Note on Joint Programmes** and the corresponding **legal instruments**.

**Trust Funds:** pool of resources in support of joint efforts by UN agencies for results both at country and global level:

- **Global Multi Partner Trust Fund:** Donor resources co-mingled to fund key results areas guided by clear term of reference outlining the programmatic scope, governance structure and funding arrangements
- **Country specific Multi Partner Trust Funds:** One UN funds – donor resources co-mingled to respond to funding gaps for UNDAFs



### 3. Strategic Engagements

Towards facilitating UNICEF to position itself strategically in using pooled funds and joint programmes for critical result areas as well documenting the lessons learnt, the UN Partnerships Team will endeavor to support Country and Regional Offices on Joint Programmes and Pooled Funds and will engage in the following areas:

- Experience exchange on joint programmes
- Identifying key entry points for joint programmes and understanding value addition of joint programmes
- Developing donor intelligence and interest towards supporting pooled funds and joint programmes
- Collating funding opportunities and data on existing joint programmes to understand the trends on funding, thematic and geographic areas for better programming and resource mobilization
- Quality assurance and advisory service on partnerships with other UN agencies and entities, support establishment of Joint Programmes and act as interlocutor to address glitches and negotiate with donors when necessary on specific provisions.

#### **Focal Points:**

*Madhavi Ashok:* [mashok@unicef.org](mailto:mashok@unicef.org)

*Solome Zemene:* [szemene@unicef.org](mailto:szemene@unicef.org)

---

*Copyright © \*2017\* \*UNICEF\*, All rights reserved.*