



**Interoffice Memorandum**

To: Mr.Bouri Sanhouidi  
UN Resident Coordinator  
Senegal

Date: 11 June 2008

From:   
Assistant Administrator and Director, Partnerships Bureau  
UNDP New York

Extension: 6005

Subject: Subject: MDGF-1801-Promoting Initiatives and Cultural Industries  
in Senegal

File: MDGF 1801

**I. Approval Status**

On behalf of the MDG-F Steering Committee I am pleased to inform you that your Joint Programme Promoting Initiatives and Cultural Industries in Senegal is hereby approved with an allocation of USD\$6,500,000 million for three years. This figure includes 7% for indirect costs incurred by UN Participating Organizations. Please note the 1% AA fee will be reimbursed directly to the MDTF Office and need not be included in your allocation.

**II. JP design comments**

We have identified in section III below, **some changes we require to the design of your Joint Programme**. Once these adjustments have been reflected in the document, you may proceed with signature of the Joint Programme document. In addition to the Government, the UN Resident Coordinator and Participating UN Organizations should each sign the Joint Programme document. We would encourage you to ensure some visibility for this event and for the launch of implementation.

We consider that the Joint Programme clearly recognizes the role of culture and cultural diversity in boosting social and economic development. It pursues a twin track strategy including at the institutional level it intends to strengthen the regulatory framework for cultural industries and at the grass-root levels aims to promote initiatives geared towards the socio-economic development of vulnerable groups and ethnic minorities of two regions: Bassari and Sin Saloum.

We recognize that an acceptable effort has been made to address the recommendations of the Technical Sub-Committee. The Joint Programme document has been reviewed a number of times and revised accordingly. However, we consider that the last draft of the submitted Joint Programme **partially addresses the recommendations made by the MDG-Fund Secretariat**.

The Joint Programme meets a number of the Fund's strategic goals and it is aligned with UNDAF for Senegal. It is expected to contribute to the attainment of MDGs 1, 3,7 and 8 through the development of SMEs and appropriate legal and regulatory frameworks and infrastructures in two geographical areas of Bassari and Sin Saloum with an special emphasis in empowering women in the preservation of the cultural heritage.



The Joint Programme is framed within the National main policies and frameworks including the National Programme for the Development of Culture. The results framework needs to be further elaborated particularly at the level of indicator and baseline setting, and activity descriptions. Changes in the narrative of the Joint Programme following the detailed recommended improvements made by the Secretariat have not been reflected in the results framework.

There is a fairly clear division of labor between the UN Participating Agencies (UNESCO, UNDP, UNIFEM and WTO). In regards to the contribution of UNIDO to the programme, it has been further justified in the narrative of the Joint Programme but it has fallen short in illustrating the complementarities and the added value in output 5.1 of the Results Framework.

In terms of the programme management, we feel that the proposed arrangements for coordination and management with a project office located at UNESCO is not within the spirit of the Paris Declaration to build capacities of National counterparts. The explanation regarding the function and the role of this unit surpasses the “coordination” role previously discussed and takes on managerial responsibilities including supervision of the two field units. If the government cannot host the unit, they may wish to consider seconding a civil servant to the unit.

The monitoring and evaluation framework is weak when it comes to set indicators and baselines per each of the expected results. There is a clear need to set baselines, reference to studies and research documents as presented in the M&E framework, is definitely not a baseline. Further effort of the formulation team is necessary in this regard.

In addition, the Secretariat plans to work with all approved programmes during 2008 to address their M&E frameworks and to develop a small number of common indicators relating to the MDGs, thematic windows, UN reform and the Paris Declaration.

### III. JP re-design requirements

Nonetheless, the Secretariat has carefully assessed the revised draft Joint Programme, and recommends it for approval with some reservations that will warrant a close monitoring during the implementation phase of the joint programme to ensure the expected impact of the Joint Programme. The Secretariat recommends that:

- The **Results Framework** should be in line with the revised narrative in the Joint Programme document.
- The **Monitoring and Evaluation framework** should be improved to identify appropriate baseline information, not just a reference to studies and other identified literature to obtain necessary data.
- The **proposed programme coordination and management mechanism** should be reviewed to ensure maximum ownership of the programme by the national counterparts. The hosting of the project office by national counterparts should be further explored.

### IV. Management arrangements and delegation of authority



On receipt of a copy of the signed document, the Fund Secretariat will transfer the full three-year allocation to the custody of the Multi Donor Trust Fund (MDTF) Office pending further instructions from you.

Please note the MDTF Office will pass-through funds to Participating Organizations on instruction from you as Resident Coordinator and Co-Chair of the National MDG-F Steering Committee.

As reflected in the Fund's Framework Document (Section 9 'Formulation Process & Release of Funds) and the global MoU with Participating Organizations (Article I, 2-c) the MDTF Office will release resources on an annual, advance basis. For the first advance, these funds will be transferred on the basis of receipt of the first year Annual Workplan and the signed Joint Programme document. Subsequent annual advances will be released on instructions from you and on the basis of a) receipt of the next annual work-plan approved by the National Steering Committee; b) evidence that a formal review of the programme's progress has been undertaken not more than three months earlier, either in the form of an annual progress report (if the timing coincides) or through the minutes of a National Steering Committee where this has been discussed; and c) only when combined commitments against the existing advance have exceeded 70%. Please review the initial year budget requests carefully with participating organizations in order to ensure realistic delivery targets in this regard. The annual agency apportionment projected in the final budget attached to the signed Joint Programme document should also be reviewed and can be revised up to the time of your first funds-advance request. This is important for the reasons outlined below.

In order to allow the implementation team some flexibility to adapt the strategy to unexpected challenges and opportunities (most particularly delivery issues), and to empower Resident Coordinators in their oversight responsibilities, this memorandum also provides you with the authority over the three year duration of the programme in consultation with Participating Organizations and with the agreement of your National Steering Committee to (a) transfer up to \$1,000,000 or 20% of the total value of the project budget – whichever is lowest – *between Participating Organizations* identified in the original Joint Programme budget and (b) re-phase up to \$1,000,000 or 20% of the total value of the project budget – whichever is lowest - *between years*. The base-line against which these ceilings will be measured is the annual budget projection (by year and by participating organization) confirmed at the time of your first funds-advance request. The MDTF Office must be informed of any revisions of this kind, decided locally and is responsible for tracking these delegation ceilings for each programme. Any changes that fall outside these parameters will have to be referred back to the (Global) MDG-F Steering Committee for approval.

As you will appreciate, one of the MDG-F's express goals is to strengthen the role of Resident Coordinators as leaders of Country Teams. The success of the MDG-F activities will depend on your ongoing leadership and engagement. We count on you to exercise this leadership and to ensure this Joint Programme remains an ongoing, integrated effort by the UN system in support of national priorities. Please also use the National Steering Committee mechanism to help ensure national ownership by the Government in particular and involve it in important financial and programmatic oversight decisions.

The signed Joint Programme document and the completed Fund Release Form should be sent to the MDG-F Secretariat and MDTF Office within 30 days of the receipt of this memorandum. If this deadline is not possible, please inform the secretariat accordingly.



The Executive Coordinator of the MDTF Office, Bisrat Aklilu, will be in contact with any specific documentation requirements to ensure the programme meets compliance requirements for the Fund's pass-through arrangements.

With best wishes.

cc.

Mr. Bisrat Aklilu, Executive Coordinator, Multi-Donor Trust Fund Office  
Mr. Gilbert Hougbo, Assistant Administrator and Director Bureau for Africa, UNDP, New York  
H.E. Mr. D. Juan Antonio Yáñez-Barnuevo, Permanent Representative of Spain to the United Nations  
H.E. Mr. Paul Badji, Permanent Representative of Senegal to the United Nations  
Mr. Gabriel Ferrero y De Loma-Osorio, Deputy Director of Development Policy Planning and Evaluation,  
MFA Madrid  
Ms. Sally Fegan-Wyles, Director, Development Group Office  
MDG-F Secretariat