



Interoffice Memorandum

To: Mr. Alfredo Missair
UN Resident Coordinator
Nicaragua

Date: 30 December 2008

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

Extension: 6005

Subject: "National Development Capacities for Improving Employment
and Self-Employment Opportunities for Young People"

File: MDGF-1941

I. Approval Status

On behalf of the MDG-F Steering Committee I am pleased to inform you that your Joint Programme "National Development Capacities for Improving Employment and Self-Employment Opportunities for Young People" is hereby approved with an allocation of USD\$5,610,000 for three years. This figure includes 7% (including coordination costs) 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. The UN Resident Coordinator and all Participating UN Organizations should each sign the Joint Programme document in addition to the Government (including primary national counterparts). We would encourage you to ensure some visibility for this event and for the launch of implementation.

The Joint Programme submitted has been substantially improved after having incorporated most of the recommendations made by the Convenor for the first and second rounds.

External coherence

We think that the programme is integrated within the UNDAF and will complement the national effort to modify legal frameworks and to create strategic instruments on youth and youth employment. We also see that the programme has the potential to contribute to the achievement of MDGs 1, 3 and 8. We appreciate that the programme includes references to lessons learned and successful interventions of agencies, government and other donors.

We see as positive that the programme has a strong national ownership and involves a wide number of national counterparts, particularly the Ministry of Labor, Institute of Youth and Institute of Small and Medium Enterprises and that there is a clear and complementary division of labor between the government and the agencies, evidencing the added value of the joint intervention. However it would be welcome a specific explanation on the role of every participating public institution and municipalities. The suggested establishment of a multi-stakeholder Coordination Committee has a great potential to become a model and to improve coordination.



Internal coherence

We see that the logic between outcomes, outputs and activities is appropriate and the geographical focus of the interventions in 11 municipalities and 6 departments is well justified. We appreciate the fact that the proposed intervention is oriented towards environmental sustainability and responsible enterprise development. We see as positive that the programme combines complementary components such as training, establishment of agreements with enterprises, support to entrepreneurs and microenterprises in a context of institutional strengthening and promotion of youth association. However more details are required in regards to the mechanisms that will be used to build capacity and promote the labor insertion of youth as well as in regards to the potential impact of the Fund that will support the creation 300 microenterprises and 100 cooperatives.

The budget is within the indicative budget approved by the Steering Committee and is sufficiently well-justified.

Sustainability, Monitoring and Evaluation

We note that the programme aims at complementing existing initiatives but it should give more details on sustainability mechanisms. The M&E plan is adequate and includes qualitative and quantitative indicators. However indicators to measure the impact of interventions in the beneficiaries' life conditions should be included. The budget for M&E is sufficient. Nevertheless, the Secretariat plans to work with all approved programmes to address their M&E frameworks and to develop a small number of common indicators relating to the thematic windows, UN reform, Paris Declaration and the Millennium Declaration.

III. JP re-design requirements and/or recommendations

The following changes are required to the Joint programme prior to its finalization and signature. The Secretariat recommends the following:

- To specify the role of every participating public institution, specially the municipalities, in the Programme.
- To provide more details in regards to the mechanisms that will be used to build capacity and promote the labor insertion of youth and to the potential impact of the Fund that will support the creation 300 microenterprises and 100 cooperatives.
- To give more details on sustainability mechanisms.
- To include indicators to measure the impact of interventions in the beneficiaries' life conditions.

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
Ms. Rebeca Grynspan, Assistant Administrator and Director Bureau for Latin America and the Caribbean, UNDP, New York
H.E. Mr. D. Juan Antonio Yáñez-Barnuevo, Permanent Representative of Spain to the United Nations
H.E. Ms. María Rubiales de Chamorro, Permanent Representative of Nicaragua to the United Nations
Mr. Juan López-Doriga, Director-General of Development Planning & Evaluation, MFAC Madrid
Ms. Debbie Landey, Director, United Nations Development Operations Coordinator Office (DOCO) MDG-F Secretariat