



**Interoffice Memorandum**

To: Ms. Maria-Luisa Silva  
UN Resident Coordinator  
Macedonia

Date: 14 May 2009

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

Extension: 6005

Subject: "Enhancing Inter-Ethnic Community Dialogue and Collaboration  
in FYR Macedonia" File: MDGF-1948

**I. Approval Status**

On behalf of the MDG-F Steering Committee, I am pleased to inform you that your Joint Programme Enhancing Inter-Ethnic Community Dialogue and Collaboration in FYR Macedonia is approved with an allocation of US\$ 4,000,000 (four million American Dollars) over 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 to be included in your allocation.

**II. JP design comments**

We have identified in Section III below, **an adjustment we require to the design** of your Joint Programme prior to 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 note that this Joint Programme aims at enhancing the capacity of central and local bodies to facilitate inclusive problem-solving processes and consensus-building around community priorities and strengthen the commitment to an inclusive civic national identity with respect to diversity. The Programme will facilitate a systemic linkage among existing responsible mechanisms at national and local levels, building dispute resolution expertise. It will also support the longer term role of education, and work with local leaders, civil society and the media to facilitate constructive civic dialogue that promotes inter-cultural awareness and values informing peaceful co-existence.

The MDG-F Secretariat has reviewed the draft Joint Programme for the second time and considers it a faithful extension of the approved concept note. We recognize that an acceptable effort has been made to address the recommendations of the Technical Sub-Committee and of the Secretariat.

**Relevance and External coherence**

We believe the Joint Programme is firmly integrated within the UNDAF, meets a number of the Fund's strategic goals, and is well aligned with national priorities contributing towards the full implementation of the OFA and the country's aspiration to EU Accession. The Joint Programme is built upon a sound evidence based analysis of the situation that includes detailed national socio-economic data and relevant contextual information on the proposed areas of intervention. The Programme has identified good strategies of intervention and is well targeted.



The Joint Programme appears to be highly strategic responding to clearly identified sector priorities and inter-ethnic and inter-cultural needs in the country. The programme builds on existing government institutional frameworks, and draws on the experience and expertise of the UN and participating Agencies.

### **Internal coherence**

The programme is well designed and the articulation between problems identified and intervention strategies proposed is sound leading to a logical relation of activities, outputs and outcomes.

### **Sustainability, Monitoring and Evaluation**

The Joint Programme reinforces existing national and local structures for instance by further developing the capacities of the relevant institutions and supporting ongoing efforts, which has the potential for scale up to other regions of the country and overall sustainability of the programme beyond its initial three years.

The proposed monitoring framework is sound; however, we encourage you to formulate qualitative indicators at the outcome level. Additionally, we noticed that in some instances targets have not been outlined, if some of these are to be determined during the inception phase please indicate so in your document. The Secretariat plans to work with all approved programmes during 2009 to address and develop a small number of common indicators relating to the MDGs, thematic windows, UN reform and the Paris Declaration.

### **III. JP re-design requirements**

While the Secretariat appreciates the effort made to address its comments from the previous assessment, after careful review of the revised draft Joint Programme, the Secretariat recommends it for approval pending the following revision:

1. To **supplement the Results Framework** with a breakdown of the cost of activities 3.1.2 and 3.1.3 related to Outcome 3.

### **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. Kori Udovicki, Assistant Administrator and Director Bureau for Europe and the Commonwealth of Independent States, UNDP, New York  
H.E. Mr. D. Juan Antonio Yáñez-Barnuevo, Permanent Representative of Spain to the United Nations  
H.E. Mr. Igor Dzundev, Permanent Representative of the former Yugoslav Republic of Macedonia 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