



Interoffice Memorandum

To: Ms. Yoriko Yasukawa
UN Resident Coordinator
Bolivia

Date: 25 March 2009

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

Extension: 6005

Subject: "Support to the transitional process of the democratic model in
Bolivia: Promoting the change in Peace"

File: MDGF-1953

I. Approval Status

On behalf of the MDG-F Steering Committee I am pleased to inform you that your Joint Programme "Support to the transitional process of the democratic model in Bolivia: Promoting the change in Peace" is hereby approved with an allocation of USD\$4,000,000 for two and a half 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. **Since your budget includes the 1% you may want to reallocate those Funds to other budgetary line.**

II. JP design comments

We have identified in section III below, some minor adjustments we recommend 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 incorporates most of the recommendations made by the Convenor, and we feel that the current draft joint programme substantially improves the original concept note. We value that the issues mentioned by the Convenor have been reflected in the current Joint Programme document and adequately explained in the cover letter.

Your Joint programme has also been reviewed by an independent technical reviewer whose comments are very positive.

External coherence

We think that the Joint Programme fully meets the Fund's Strategic goals and is in line with the Terms of Reference of the Conflict Prevention and Peace Building Thematic Window. It is based on an excellent explanation of the situation of institutional weakness and a good diagnosis of the main challenges and strategic priorities foreseen for the current country's transitional phase. It could be interesting to have more details on the participation in the design and future implementation process of the multiple counterparts.

The relation between the Programme and the MDGs is clearly explained. Ideally, some MDG indicators could be further elaborated to capture the gender dimensions of the programme and the impact that the



conflict resolution will have on the living conditions of the beneficiaries. We see that the Programme is anchored in the UNDAF as well as in the National Development Plan and the Programme "Bolivia Democrática". In terms of the Paris Declaration, the programme has good national ownership and seeks to promote the alignment within the international community in the country.

We consider that the Programme incorporates an excellent human rights based approach and targets key institutions and actors in the democratic transitional process. It would be desirable to have a greater level of detail in regards to the partners and main beneficiaries especially at the local level. We see as very positive the fact that the programme will be based on a wide range of partnerships with governmental institutions and civil society.

We appreciate that the Programme involves a cross-section of UN organizations and builds on previous experiences. We think that the suggested coordination structure is sound and its placement under the supervision of the Resident Coordinator is well justified. The establishment of a Consultative Committee is well thought although we recommend that, once identified, beneficiaries at the regional and the local level are involved.

We see that a National Steering Committee has been established, including Government and Spanish representation, and has endorsed the Programme. We see that three representatives of the national governmental counterpart are included in the National Steering Committee (NSC). We recommend that only one representative is included as formal member of the NSC and the rest are invited to participate as observers unless the current composition is further justified.

Internal coherence

The Joint Programme is clearly laid out and meets the design standards of the Fund. The problems identified and strategies proposed, outcomes, outputs and activities are built and linked to each other in a logic manner. The programme is expected to impact at the national level. It is important that, in regards to certain outputs, the identification of focus areas of intervention is carried out during the first phase of the programme implementation (especially in the cases of output 1.4 "reparation, restitution of rights and reconciliation in conflict and post-conflict zones" or output 3.2 "contextualized training to manage thematic conflicts"). This will facilitate the estimated calculation of direct and indirect beneficiaries of the programme.

The overall gender strategy is well explained in the narrative part although it could be improved by carrying out an analysis of the situation of women and men in the country, including sex disaggregated data, gender indicators and by considering the possibility of partnering with specialized gender thematic groups or institutions to ensure the effective implementation of the gender mainstreaming interventions.

The budget is reasonable and is within the indicative budget approved by the Steering Committee. The 1% AA fee, which is reimbursed directly to the MDTF office, has been included in the budget, therefore we are asking you to reallocate those Funds to other budgetary line.

Sustainability

We see that the Programme aims at supporting existing networks and mechanisms instead of creating new ones. We see as very positive that it also foresees the potential co-financing of other bilateral donors.



It would be advisable to further develop the analysis of risks and mitigation plan especially in regards to the cultural viability of the programme.

Monitoring and Evaluation

We consider that the Monitoring and Evaluation framework is good and that it proposes a participatory methodology. The budget allocated does not seem sufficient and we recommend reallocating the 1% originally allocated for administrative fee (that has been already discounted by the MDTF). The programme should better explain the rationale behind the number of interventions proposed and rework the indicators so that they are less quantitative. It is necessary to include indicators that can measure the achievement of the expected results in terms of impact of interventions affecting the living conditions of the beneficiaries. Also note that the mid-term evaluation will be funded by the Secretariat

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 recommendations

The following **changes** are required to the Joint programme prior to its finalization and signature:

- Reallocate the 1% of the AA fee that should not be included in the budget.
- Increase the budget for M&E;

The Secretariat **recommends** the following:

- Provide more details on the identification and participation in the design and future implementation process of the multiple **counterparts** and direct and indirect **beneficiaries**, especially at the local level;
- Identify, during the first phase of the programme implementation, **focus areas of intervention** (especially in the cases of outputs 1.4 or 3.2).
- Improved the overall **gender mainstreaming strategy** and further develop the analysis of risks and mitigation plan especially in regards to the cultural viability of the programme;
- Include MDG **indicators** and indicators that can measure the achievement of the expected results in terms of impact of interventions in the living conditions of the beneficiaries;
- We recommend that only one governmental representative is included as formal member of the **NSC** and the rest are invited to participate as observers unless the current composition is further justified.

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. Rebecca Gynspan, 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. Mr. Pablo Solon Romero, Permanent Representative of Bolivia to the United Nations
- Mr. Gabriel Ferrero y De Loma-Osorio, Deputy Director of Development Planning & Evaluation, MFA Madrid
- Ms. Debbie Landey, Director, United Nations Development Operations Coordinator Office (DOCO) MDG-F Secretariat