



Interoffice Memorandum

To: Ms. Luiza Carvahlo
UN Resident Coordinator
Costa Rica

Date: 26 February 2009

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

Extension: 6005

Subject: "Networks for coexistence, communities without fear"

File: MDGF-1961

I. Approval Status

On behalf of the MDG-F Steering Committee I am pleased to inform you that your Joint Programme "Networks for coexistence, communities without fear" is hereby approved with an allocation of USD\$3,000,000 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 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 the recommendations made by the Convenor. We value that these issues have been reflected in the current Joint Programme document and explained in the cover letter sent by the Resident Coordinator.

The comments of our technical reviewer on the Joint Programme document are attached for reference. The review is positive and includes some useful recommendations you may wish to consider in the finalization of the document or during the course of the programme's implementation. Please note that the changes recommended by the reviewer are not required by the Fund, unless specified under section III below.

Relevance and external coherence

We see 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 a good evidence based situation assessment. There is a clear explanation of the linkages between the increase of the violence, the fear of the population, the damage of the social structure and the mistrust in the democratic institutions. We believe that the programme has the potential to contribute to the advancement of the MDGs (especially 1, 2 and 3). Ideally, some MDG indicators should be included.



We appreciate that the Programme is anchored in the UNDAF as well as in the main national and local Plans on Development and on Violence Prevention. In terms of the Paris Declaration, the programme has good national ownership, promotes partnership amongst the main Ministries involved and seeks the complementarity with other donors such as the AECID. It also shows a high level of participation of local governments. We welcome that the programme foresees the involvement of civil society organizations and private sector. To operationalize this involvement it is advisable to identify specific counterparts and to include local stakeholders as part of the management committee.

The Programme targets youth between 12 and 24 as the main direct beneficiaries. It would be important to define the concrete mechanisms to engage them as active agents of change. The programme makes an effort to integrate the gender perspective but further improvements are required to address this aspect, especially in the results framework. It would also be good to determine the mechanisms for the participation of the National Institute of Women or women networks and organizations.

The Programme involves a cross-section of UN organizations and builds on previous interagency experiences. The suggested Joint Programme coordination structure is sound. It does not mention how the programme will coordinate with other Programmes funded by the MDGF under the thematic window of Culture and Youth, Employment and Migration. It would be useful carrying out an analysis of complementary interventions and counterparts.

A National Steering Committee was established, including Government and Spanish representation, and endorsed the Programme. It would be advisable to specify where will be placed implementing unit.

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. We see that, although the general coherence of the programme is good, some activities lack specificity (for instance activity 3.1.1 "support to the strengthening...", 3.2.2 "strengthening of the communication and dialogue mechanisms..."), show some overlaps (1.2.2 "sensitization and training..." and 1.3 "training and information available...") or seem like a good idea but have never been mentioned in the narrative (1.4.1 "gender sensitive local budgets...").

We see as very positive that the Programme will focus on 9 municipalities with the highest rates of insecurity. We also value that it successfully incorporates the emphasis of Culture of Peace from a preventive perspective.

The budget is reasonable and we appreciate the effort made reducing it substantially according to the indicative budget approved by the Steering Committee.

Sustainability, Monitoring and Evaluation

We welcome that the Programme foresees the generation of local networks as one of the main outcomes of this programme.

The Monitoring and Evaluation framework is adequate. It is advisable to further clarify the indicators and baselines for each respective output. Outcome indicators should be included as well as impact and result indicators to measure the impact of interventions in the beneficiaries' life conditions. The budget for M&E



is not specified. We recommend disaggregating budget for coordination and operational aspects (with details on number of staff and salaries) and M&E (we recommend a minimum of 3% of the overall budget). 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

The Secretariat **recommends** considering the following aspects prior to the signature:

- To identify specific counterparts amongst the civil society organizations and private sector;
- To include local stakeholders as part of the management committee;
- To define the concrete mechanisms to engage youth between 12-24 years as active agents of change;
- To further improve the incorporation of the gender perspective, especially in the results framework and to determine the mechanisms for the participation of the National Institute of Women or women networks and organizations.
- To explain how the programme will coordinate with other Programmes funded by the MDGF under the thematic window of Culture and Youth, Employment and Migration
- To specify where will be placed implementing unit.
- To provide more detail for some of the activities (activity 3.1.1, 3.2.2) clarify potential overlaps (1.2.2 and 1.3) or and ensure that all activities are adequately explained in the narrative part (1.4.1).
- M&E:
 - o to further clarify the indicators and baselines for each respective output.
 - o to include Outcome indicators, MDGs indicators and impact and result indicators to measure the impact of interventions in the beneficiaries' life conditions.
 - o to disaggregate budget for coordination and operational aspects (with details on number of staff and salaries) and M&E (we recommend a minimum of 3% of the overall budget).

When submitting the signed Joint programme, **please make sure you include a cover letter** from the Resident Coordinator indicating how the following recommendations have been taken into account.

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. Jorge Urbina, Permanent Representative of Costa Rica 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