



Interoffice Memorandum

To: Mr. Magdy Martínez-Soliman
UN Resident Coordinator
Mexico

Date: 22 April 2009

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

Extension: 6005

Subject: "Conflict prevention, development of agreements and peace building for internally displaced persons (IDPs) in Chiapas State"

File: MDGF-1969

I. Approval Status

On behalf of the MDG-F Steering Committee I am pleased to inform you that your Joint Programme "Conflict prevention, development of agreements and peace building for internally displaced persons (IDPs) in Chiapas State" is hereby approved with an allocation of USD\$6,500,000 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

No substantive changes are required **to the design** of your Joint Programme and you may proceed with signature of the Joint Programme document. In addition to the Government, the UNDP Resident Representative and Participating UN Organisations should each sign the Joint Programme document. We would encourage you to ensure some visibility for this event and for the launch of activities. For our records we would highly appreciate receiving a copy of the signed minutes of the National Steering Committee meetings.

The Joint Programme submitted has been substantially improved after having incorporated the recommendations made by the Convenor and the Secretariat recommendations sent on 19th October. We appreciate that these issues have been reflected in the current Joint Programme document and adequately. 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.

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. We value that the Programme is anchored in the UNDAF as well as in the main national policies and strategies such as the *Solidarity Development Plan 2007-2012* and the *100 x 100 Strategy for Chiapas*.

We appreciate the deep analysis done on the causes and drivers of violence and how they affect displaced people. The programme seems to be based on comprehensive evidence based situation assessment



It is remarkable that some MDG indicators for the programme were already draft, and we encourage the JP team to continue with their development during the first weeks of the programme. We value the participation of the national counterparts and beneficiaries during the preparation of the document.

The programme reflects strong national ownership, and complements and coordinates with other ongoing local and national initiatives. Given that there are no other international partners working at this level and on these intervention areas; we see the importance of supporting the strengthening of the UN presence in this region.

The Programme has clearly identified the target population, focusing on vulnerable groups of displaced people within the women and indigenous sectors. It proposes clear mechanisms to engage counterparts at the national and local levels. We appreciate the analysis of the lessons learned from previous projects implemented in the intervention area by UNDP and UNICEF, and encourage the JP team to incorporate them in to the design of the JP's strategic actions.

We note that the Programme involves a cross-section of UN organizations with well articulated division of roles and responsibilities that shows complementarity among the proposed UN interventions.

In terms of the programme management, we feel that the proposed arrangements for coordination and management are sound and seek synergies, maximize the coordination and logistics with other joint programmes funded by the MDG Achievement Fund in the area of Democratic Economic Governance. We appreciate its participative nature which involves all levels of government, as well as civil society (local organizations, as well as academic institutions), in the various coordination mechanisms: National Steering Committee, National Technical Advisory Committee and Programme Management Committee.

Internal coherence

The Joint Programme is clearly laid-out and meets the design standards of the Fund. Great improvements have been made in the programme design, which is in the current version well developed, with a coherent approach that reflects a clear, logical results analysis framework. The National Steering Committee fully endorses the proposal.

The budget allocation is still high, but we understand the arguments presented regarding the security and accessibility problems. We note the importance of reinforcing the presence of the Programme in the region through the constitution of a Programme office. However, special attention will be paid in the evaluation to its transference process to national institutions after the JP has concluded. The number of capacity building events justifies the budget allocations for them, and we find they are coherent with the dispersed nature of the population and distribution of competencies among the governmental institutions.

The gender approach is transversally integrated in all activities of the Programme. The involvement of the National Women Institute and other civil organizations will contribute to the improvement of the gender approach of the Programme and will help to reduce the difficulties that could be found to this respect during the implementation of the Programme.



Sustainability, Monitoring and Evaluation

The Programme reinforces existing national and local structures, and we welcome the participatory approach in the identification and implementation of project activities in particular those related to the construction activities that could foresee strategic partnerships with municipalities in relation to land tenure and public services. We appreciate the development of a risk mitigation strategy.

Although at the moment there is no commitment for co financing from the national or regional authorities, we value the expressions of interests of regional and national institutions, and encourage the country team to promote their participation in the JP.

The Monitoring and Evaluation framework is solid with relevant indicators at the MDG, outcome and impact levels. We find specially remarkable the establishment of a two level monitoring system which articulates the Agency level with the Programme level. However, we encourage the JP team to ensure to maintain a joint vision during the monitoring procedures and integrate their results in the evaluation to be carried out by the University, so that costs and work is not duplicated. That will be an issue of special attention during the midterm evaluation.

In addition, the Secretariat plans to work with all approved Programmes in the coming months 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 and/or recommendations

N/A

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 Regional 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. Claude Heller, Permanent Representative of Mexico 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