



Interoffice Memorandum

To: Ms. Marta Ruedas
UN Resident Coordinator
Lebanon

Date: 18 March 2009

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

Extension: 6005

Subject: "Conflict Prevention and Peacebuilding in North Lebanon"

File: MDGF-1976

I. Approval Status

On behalf of the MDG-F Steering Committee I am pleased to inform you that your Joint Programme Conflict Prevention and Peacebuilding in North Lebanon is approved with an allocation of USD\$5,000,000 million over two 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 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 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 activities. For our records we would highly appreciate receiving a copy of the signed minutes of the National Steering Committee meetings.

We note the Joint Programme aims at mitigating the risk of relapse into violent conflict through promotion of socio-economic development and peace building in particularly conflict sensitive communities in North Lebanon. The programme is well targeted and will concentrate the bulk of the activities in the selected Palestinian camps: the destroyed Nahr el Bared and its surrounding communities affected by the war, the nearby camp of Beddawi and its surrounding communities and Ain-el-Helwe. The strategy foresees support to the ongoing efforts of reconstruction in Nahr-el-Bared Camp as a 'model' for change to be replicated in other camps, whereby the Lebanese government holds the responsibility of maintaining security in close cooperation with the PLO, and the living conditions and opportunities for Palestinian refugees are improved. The programme also focuses on issues critical for youth and women to empower them, and in doing so, spearhead positive changes in the life in the camps. During the course of its implementation, the joint programme will seek to develop strong linkages with Lebanese municipalities and the Lebanese Palestinian dialogue Committee.

The draft Joint Programme is a faithful extension of the approved Concept Note. An acceptable effort has been made to address the recommendations of the Technical Sub-Committee. The Joint Programme document has been reviewed for the third time by the Secretariat, and we are re-assured by the work of



the team in re-financing the results framework and the overall quality of this last draft of the joint programme document.

Relevance and external coherence

We are pleased to see that the Joint Programme is aligned with principles of national ownership and national priorities, and foresees the community participation in all stages of the process to ensure its contribution to the national development process. The programme has been prepared in the absence of a finalized UNDAF, and meets a number of the Fund's strategic goals. The Joint Programme is built upon a sound evidence based analysis of the situation that includes relevant national disaggregated data in the targeted areas of intervention. It has identified good strategies of intervention and has the potential for replicability.

The Joint Programme appears to be highly strategic responding to clear national priorities and geographic areas of the country with a particular effort to support Palestinians living in Lebanon. The programme builds on existing projects and expertise, and draws in all relevant UN Agencies in their areas of expertise.

Internal Coherence

The programme is well designed and the internal coherence is sound. The National Steering Committee fully endorses the proposal.

Sustainability

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 infrastructure projects that foresee strategic partnerships with municipalities to cover public services such as solid waste management, electricity repairs, and water maintenance on a cost-sharing basis. The identification will be done by the municipalities, in consultation with the Civil Society in the area. The government sees its potential for replicability in other parts of Lebanon.

Monitoring and evaluation

The Monitoring and Evaluation frameworks are solid with a robust qualitative indicators and a monthly monitoring mechanism. We also welcome the fact that the M&E assessments will be undertaken jointly. 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 Two-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. Amat Alsoswa, Assistant Administrator and Director Bureau for Arab States, UNDP, New York
H.E. Mr. D. Juan Antonio Yáñez-Barnuevo, Permanent Representative of Spain to the United Nations
H.E. Mr. Nawaf Salam, Permanent Representative of Lebanon 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