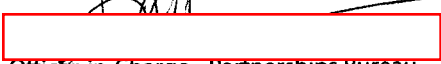




Interoffice Memorandum

To: Mr. Luc Stevens
UN Resident Coordinator
Jordan

Date: 21 April 2008

From: 
Officer-in-Charge - Partnerships Bureau
UNDP-New York

Extension: 6005

Subject: Subject: MDGF-1646-Adaptation to Climate Change to Sustain
Jordan's MDG Achievements

File: MDGF 1646

I. Approval Status

On behalf of the MDG-F Steering Committee I am pleased to inform you that your Joint Programme Adaptation to Climate Change to Sustain Jordan's MDG Achievement is hereby approved with an allocation of USD\$4million for 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 be included in your allocation.

II. JP design comments

We have identified in section III below, some changes we require 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. 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.

The MDG-F Secretariat, in collaboration with various experts, has reviewed the draft Joint Programme presented 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 the Steering Committee although the linkage between outcome 1 relating to water quality and the thematic terms of reference is still loosely associated.

We consider this Joint Programme of critical importance to combat the impact of climate change with adaptation and mitigation strategies, in particular the problematic of water scarcity. It is clearly linked to the global agenda and responds to national priorities. The programme is the outcome of extensive consultations with relevant government counterparts; perhaps a broader consultation with additional non-governmental stakeholders would have been desirable.

The Joint Programme draws on considerable UN experience in working together in the area of water governance. The Programme involves relevant resident UN agencies, and a good mix of government counterparts. It would be advisable to have additional information on the identified beneficiaries, targeting strategy, and their role during the course of the implementation of the Joint Programme. As regards to the UN agencies involved, it would be desirable that UNESCO provides additional information on their added value in this Joint Programme. As for the participation of WTO, the proposed budget should be revised; it appears to be too high.



We also think that the programme's design is overall weak when it comes to coordination of the activities and its implementation. The mechanisms for management, monitoring and evaluation are not jointly articulated, but a consolidation of each agency mechanisms. The proposal would benefit from the establishment of a mechanism of coordination for management to ensure coherence between UN agencies' proposed interventions and between the UN and government counterparts in the programme's implementation, monitoring and evaluation.

The allocated budget to each of the agencies for monitoring and evaluation is considered to be too low. The Monitoring Plan could be improved by including baseline information, outcome indicators and strengthening the gender aspects of the programme, especially at the level of indicators. Currently, the proposed systems to measure processes and impact are insufficient. Nevertheless, note that the Fund Secretariat plans to work with all approved programmes during the current year to address their M&E frameworks and to develop a small number of common indicators relating to the thematic windows, UN reform, Paris Declaration process and the Millennium Declaration.

III. JP re-design requirements and/or recommendations

The Secretariat recommends that:

- The **narrative to explain the Results Framework** and the proposed strategy/ies are more elaborated. This includes a more exhaustive explanation of the proposed outcomes and outputs and their complementarities.
- The **management arrangements** for this Joint Programme should be revised to ensure the coherence, complementarity and coordination in the implementation of project activities. Further details on the project sites would be appreciated, and our recommendation would be to work in the same area. The appointment of a programme manager per each agency does not seem appropriate but rather an additional burden with high transaction cost. For example, what are the mechanisms established for interaction with national counterparts, what are the mechanisms in place to ensure coherence and coordination of the UN agencies, and what the involvement of the Government in the early warning system?;
- **UNESCO** provides additional information on their added value in this Joint Programme.
- The Resident Coordinator analyzes the budgetary concerns indicated above and ensures **appropriate re-distribution of resources**. In particular, it appears to us that the proposed budget allocations to WTO are unreasonably high while the resources earmarked for the monitoring and evaluation exercises seem insufficient.
- The **participation of civil society** throughout the life of the Joint Programme is ensured to maximize the impact of proposed interventions
- The **Monitoring and Evaluation framework** should be improved and include specific MDG and **outcome indicators** and targets.

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/or (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 Al Aleem 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. Mohammed Al Allaf, Permanent Representative of Jordan to the United Nations
Ms. Milagros Hernando, Director-General for Planning & Evaluation, MFA Madrid
Ms. Sally Fegan-Wyles, Director, Development Group Office
MDG-F Secretariat