



**Interoffice Memorandum**

To: Ms. Kim Bolduc  
UN Resident Coordinator  
Brazil

Date: 10 June 2009

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

Extension: 6005

Subject: Security with Citizenship: preventing violence and strengthening citizenship with a focus on children, adolescents and youth in vulnerable conditions

File: MDGF-1954

**I. Approval Status**

On behalf of the MDG-F Steering Committee I am pleased to inform you that your Joint Programme "Security with Citizenship: preventing violence and strengthening citizenship with a focus on children, adolescents and youths in vulnerable conditions" is hereby approved with an allocation of USD\$6,000,000 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, those few aspects that we recommend taking into account when finalizing the design of your Joint Programme. Once this adjustment has 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 and by the Secretariat, and we feel that the current draft joint programme is in line with the original concept note. We value that the issues mentioned by the Convenor and by the Secretariat have been reflected in the current Joint Programme document and we very much appreciate that these have been adequately explained in the annex attached to the cover letter.

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

**External coherence**

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.

The linkage between the Programme and the MDGs is clearly explained although additional MDG related indicators could be included. We see that the Programme is anchored in the UNDAF and is in line with the National Programme for Public Security with Citizenship (PRONASCI) adding value to the already existing security policies. In terms of the Paris Declaration, we consider that the programme has good



governmental ownership and particularly we see as very positive that the National Secretariat for Policies for the Women and the National Secretariat for Human Rights will be involved. There is a clear commitment to incorporate civil society and local authorities in all the planned activities.

We fully understand your decision to select the municipalities of intervention based on a set of clear criteria and through a public contest to mitigate the risks that imply selecting municipalities in a period leading to elections while ensuring transparency. We recommend that, in order to avoid delays to the start up of the Joint Programme, the realistic timing required to carry out this contest is included in the annual work plan. Also we strongly encourage you to launch the call for proposals immediately after you receive the approval of the Joint Programme.

We see that the programme involves a cross-section of UN organizations and builds on national and international lessons learned. We also consider that an effort has been made to improve the interagency coordination aspects. The suggested coordination structure is sound and we note that it includes outcome thematic groups led by the different participating agencies and formed by UN and national counterparts. While this seems as a very practical structure it will be important to ensure that joint mechanisms for the implementation and monitoring of the activities are in place. The placement of the technical coordinator under the supervision of the Programme Management Committee seems adequate although it should be determined where would it be located. We recommend placing this unit at the main national counterpart in order to develop their capacities and ensure sustainability.

### **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 logical manner. We consider that the proposed strategy is comprehensive and we welcome that it consists of 5 general strategies, similar to cross cutting principles, and 6 specific strategies. The overall strategy is innovative and has potential for replication. The technologies used are appropriate. We observe that a high number of methodologies will be used in several of the identified outputs. We recommend that synergies between these agency led methodologies are explored to avoid duplication of activities.

The overall budget is reasonable and is within the indicative budget approved by the Steering Committee. Staff costs for designated agencies such as UNESCO, ILO and UNODC need to dedicate this staff exclusively to the Joint Programme activities and not to agency representation activities. This aspect will be closely monitored and evaluated.

### **Sustainability, Monitoring and Evaluation**

The Programme will support the elaboration of local security plans and will involve local authorities and citizen security networks. Since the municipalities of intervention have not been selected, it is difficult to assess cultural viability.

The Monitoring and Evaluation framework is good. Besides, the reporting section is well defined. Although the costs for M&E seem to be included in outcome 6, specific budgetary lines for this purpose should be included. The monitoring framework includes some good indicators although some are very much focused at the activity level. This aspect could be improved by including indicators that can measure the



achievement of the expected results in terms of impact of interventions affecting the living conditions of the beneficiaries. 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 and/or recommendations

The Secretariat recommends taking into account the following aspects prior to the signature:

- **Selection of municipalities:** We recommend that, in order to avoid delays to the start up of the Joint Programme, the realistic timing required to carry out the proposed contest is included in the annual work plan. Also, we strongly encourage you to launch the call for proposals immediately after you receive the approval of the Joint Programme;
- **Management structure:** While this seems as a very practical structure it will be important to ensure that joint mechanisms for the implementation and monitoring of the activities are in place. You should also define the location of the technical coordinator. We recommend placing this unit at the main national counterpart in order to develop their capacities and ensure sustainability;
- **Methodologies proposed:** synergies between the proposed methodologies should be further explored to avoid duplication of activities;
- **Budget:** Staff costs for designated agencies such as UNESCO, ILO and UNODC need to dedicate this staff exclusively to the Joint Programme activities and not to agency representation activities. This aspect will be closely monitored and evaluated;
- **M&E:** Although the costs for M&E seem to be included in outcome 6, specific budgetary lines for this purpose should be included. Also you should include indicators that can measure the achievement of the expected results in terms of impact of interventions affecting the living conditions of the beneficiaries.

### 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. Ronaldo Mota Sardenberg, Permanent Representative of Brazil 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**