



United Nations Development Programme  
Regional Bureau for Latin America and the Caribbean

**PROJECT DOCUMENT**  
**Regional Project on Democratic Dialogue**

In the framework of the Regional Programme Document for Latin America and the Caribbean, 2008-2011:

<b>FOCUS AREA:</b>	<b>3.</b>	<b>Crisis prevention and recovery</b>
Key Result Area:		Enhancing conflict and disaster reduction and risk management capabilities
<b>OUTCOME 1:</b>	<b>3.1</b>	Capacities of national institutions to manage crisis strengthened (38 in Atlas)
Output:	3.1.1	National and local actors and institutions with capacities to design, convene and facilitate multi-stakeholder dialogues and consensus-building
<b>OUTCOME 2:</b>	<b>3.3</b>	Joint Border area development initiatives are strengthened
Outputs:	3.3.1	Strengthened bi-national border area planning processes
	3.3.2	Trust and consensus-building initiatives set-up in bi-national settings
Executing Entity:		UNDP
Implementing agency:		UNDP Guatemala

The Regional Project on Democratic Dialogue in Latin America and the Caribbean was initiated in 2001 and finalized in March 2008. The Project Document sent to PAC corresponds to the second phase of the initiative.

The new project's strategic approach is aligned with the priorities laid out in UNDP's Strategic Plan and the LAC Regional Programme Document for the period 2008-2011. It will directly contribute to the Focus Area in Crisis Prevention and Recovery and will especially contribute in strengthening capacities of national institutions to manage crisis.

Particularly, the project will contribute to the following two outcomes within the Crisis Prevention and Recovery Focus Area: **outcome 3.1** - capacities of national institutions to manage crisis strengthened. Through its support given to the joint border initiatives between Colombia and Ecuador, the project will also contribute to the **outcome 3.3** - joint border area development initiatives are strengthened.

The overall strategy of the project aims at strengthening democratic institutions by making them more responsive to citizen's needs and demands through the provision of innovative social methodologies and capacities to prevent conflict, manage crisis and build consensus.



Agreed by (Government of Guatemala):



**Lars Piza**  
VICEMINISTRO DE  
RELACIONES EXTERIORES

Agreed by (Government of Bolivia):

Agreed by (Government of Argentina):

Agreed by UNDP (Executing Agency)





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The overall strategy of the project aims at strengthening democratic institutions by making them more responsive to citizen's needs and demands through the provision of innovative social methodologies and capacities to prevent conflict, manage crisis and build consensus.



The project is based on the experience of a previous project which accumulated 6 years of practice by participating in the design, facilitation and evaluation of dialogue processes throughout the region. It has also systematized and disseminated knowledge on dialogue, thus expanding and defining the field of dialogue in the region, while contributing to its development globally. The publication, in March 2007, of "Democratic Dialogue: a Handbook for Practitioners" together with International IDEA, the OAS and CIDA has brought together this knowledge and allowed the project to identify new areas of support, notably in capacity building.

For the period 2008-2011, the project proposes to work in three key areas: 1) an articulated capacity development strategy aimed at social and political leaders, facilitators and UNDP/UN personnel to strengthen facilitation skills and raise the capacity of leadership to promote and structure dialogic processes and approaches to face collective problems.; 2) a demand-driven support to dialogue processes in the region with a strong emphasis on support to national strategies; and 3) the consolidation of a Community of Practice and Learning which will constantly work on creating and systematizing knowledge on dialogue and acts as a pool of expertise that will guide the support given at the national level. The project will also include a special outcome to promote consensus building in crucial border areas.

The implementation of the project's activities will be based on strong and articulated partnerships with UN agencies such as BCPR and BDP, regional projects (particularly with the regional project on Political Analysis and Prospective Scenarios for Improved Governance), and with international and regional institutions such as International IDEA, the Carter Center, the nIMD, CIDA and Latin American Universities.

Programme Period:	2008-2011
Programme Component:	Crisis Prevention and Recovery (RPD)
Project Title:	Regional Project on Democratic Dialogue
Atlas Award ID:	49728
Start date:	April 2008
End date:	December 31, 2011
PAC meeting date:	March 31, 2008
Management Arrangement:	Regional DEX

Total resources required 2008-2011: \$2,500,000	
Total resources required 2008: \$671,312.71	
Allocated resources 2008:	<u>\$383,862.71</u>
TRAC	\$234,795.00
DGTTF	\$100,000.00
CIDA	\$ 49,067.71
BCPR and SPTTF will provide parallel financing	
Unfunded budget 2008:	<u>\$287,450</u>
COs	\$114,000
Other	\$173,450



Agreed by (Government of Guatemala): \_\_\_\_\_

Agreed by (Government of Bolivia): \_\_\_\_\_

Agreed by (Government of Argentina): \_\_\_\_\_

Agreed by UNDP (Executing Agency): \_\_\_\_\_



## I. SITUATION ANALYSIS

Notwithstanding notable progress over the last decades in deepening democracy and sustaining economic growth, Latin America and the Caribbean remains the most unequal region in the world with almost 40% of its population (some 209 million people) living in poverty and more than 15% (81 million people) living in extreme poverty or indigence (ECLAC, 2005). Additionally, although democracy continues to be the preferred political regime, support for democracy has decreased 4% in 2007. As highlighted by UNDP's Democracy Report (UNDP, 2004) the region's development and the consolidation of democracy in the region will require strengthening the capacity of institutions and leaders to effectively promote, convene and facilitate dialogue to manage and resolve conflicts without violence.

The capacity to promote and articulate dialogue processes and approaches is particularly important given the recent political and social polarization, the introduction of new actors in the political realm, and continued social fragmentation in many countries. Furthermore, part of the disaffection with democracy stems from the difficulty of democratic institutions to effectively tackle those challenges, improve livelihoods, process citizen's needs and collectively articulate people's aspirations. The key challenge is not so much to avoid institutional rupture, but to assure democracy's credibility and legitimacy by enabling it to effectively tackle today's complex societal challenges.

As the 2007 Democratic Dialogue Handbook demonstrates, dialogue, when used in the right context and with the appropriate methods, allows new realities and innovative solutions to unfold. Democratic dialogues are participatory and inclusive processes that foster understanding among participants and seeks to identify new options and develop shared visions while promoting a culture of participation and democracy. As an approach, dialogue can also promote the development of a culture of democracy by fostering citizen's participation – especially of those that are most vulnerable – by providing processes that enable the peaceful resolution of conflict, the collaboration across party lines, and the promotion of strategic and constructive visions and agendas for action.

UNDP's and other institutions' experience in the region and globally has showed how democratic dialogues participate in the strengthening of democratic institutions and their capacity to deliver by providing spaces where stakeholders can share their vision and understanding of complex problems. By developing a comprehensive understanding of a problem dialogue processes help foster deep deliberation processes and create sustainable and creative options that reflect the needs of all segments of society.

Since 2001, UNDP/RBLAC together with its Community of Practice has helped systematize and learn from experiences in the region and in the world. As the evaluation of the Regional Program 2003-2007 highlighted, the project effectively supported, through its support network, numerous dialogue processes in over 12 countries. It also structured a community of practice helping it to define the field, develop alliances and systematize experience and learn from them. Nonetheless, institutions and individuals remain ill equipped to effectively transfer and apply this experience and require sustained support to use dialogue to strengthen its democratic institutions and prevent violent conflict.



## II. STRATEGY

The Regional Democratic Dialogue Project will contribute to crisis prevention and democratic governance through three action components: (i) strengthening regional, national and local capacity to promote, convene and facilitate democratic dialogue processes and other dialogic approaches for change; (ii) providing technical assistance to national and regional initiatives to use dialogic change processes as tools for democracy-building and the prevention of conflict; and (iii) consolidating a community of practice and learning to generate valuable knowledge for the field of dialogue and provide support resources to the work of the Project in both capacity-building and technical assistance. In turn, capacity-building and technical assistance will be mutually reinforcing and will catalyze each other's work. As an exit strategy, the Project is clear that it has to work for installing sustainable local institutional mechanisms for dialogue and conflict transformation.

Capacity building will be aimed at social and political leaders, dialogue practitioners and facilitators, and UNDP/UN staff to increase awareness and provide skills and competences to respond dialogically to complex and multi-layered challenges, and to incorporate dialogic approaches to their work and fields of action. This component will include a regional curriculum for dialogue facilitators, mentoring and coaching programs, learning journeys for practitioners, toolkits and virtual courses on democratic dialogue. As capacity building programs are rolled-out, technical assistance will change in nature from direct support to coaching and accompaniment.

Technical assistance to dialogue and other change processes initiatives and programs will be provided at two levels: national demands through the Country Offices, and regional processes and projects. The Project will establish alliances with other regional programs in order to articulate conflict assessment, conflict prevention and intervention strategies. Technical assistance will include conflict analysis, design, facilitation, systematization, logistics and assessment of dialogue and other change processes for crisis prevention. Most importantly, for both national and regional support, the Project will support the Country Offices's strategies or the regional projects' strategies rather than provide ad hoc support. The Project will partner with COs and regional projects to develop those strategies and incorporate dialogue to them.

The capacity building and technical assistance components are related in most interventions on the ground. Technical assistance to country offices usually provides guidance to better achieve constructive change processes, not only through conflict analysis and process design, facilitation and systematization, but also through developing and strengthening dialogic capacities on local stakeholders in order to foster sustainable initiatives.

The community of practice and learning will generate knowledge for the field of dialogue, both in the region and globally, and strongly support the implementation of the Project's actions. It will include institutions and experts working at the national and regional levels. In this respect, the partnership with COs, to engage and support those experts and institutions they work, with will be crucial. Supporting, empowering and networking local communities of practitioners will help to install a culture of dialogue that could improve effectiveness in the implementation of UNDP/UN development and governance programs. Systematized knowledge and relevant information on national and regional contexts valuable for the practice of dialogue will be continuously disseminated through bulletins, publications and the Project's website.

Dialogue processes may have different applications for conflict transformation and crisis prevention, not only in addressing concrete issues but also poor relations. Lack of clarity about the purpose, goal and expected outcomes might lead to failure or fatigue on conveners and



participants. Dialogue interventions must be strategically designed taking into account the context of application and setting a strategic connection with formal decision making process. Dialogue is not a panacea and that, if not used properly, there may be downsides in using it.

For implementing its three action components, the Project will work in partnership with UNDP's Bureau for Crisis Prevention and Recovery (BCPR). The Project will support BCPR and BCPR will provide support to the Project, in mainstreaming dialogue within the organization, at a global level and in accordance to UNDP Strategic Plan. Other key partners include: the Department of Political Affairs, the Canadian International Development Agency (CIDA), the Generative Change Community (GCC), UNDP's Learning Resource Center (LRC)/Virtual Development Academy (VDA), the Carter Center (TCC), Universities, the Regional Project on Political Analysis and Prospective Scenarios (PAPEP) and Country Offices. In terms of partnership, an alliance with the Folke Bernadotte Academy could be considered given that they are investing in a course on Facilitation of Dialogue Processes and Mediation Efforts.

Finally, the project will devote particular attention at fostering dialogue and consensus building in particularly vulnerable border areas. A number of border areas in the region suffer an accumulation of conditions and factors which increase the potential for violent conflict and violence with its destabilizing consequences on the region. The project will therefore support multi-country dialogue and consensus building processes, joint planning and joint initiatives to build trust and develop joint development programs.





### III. RESULTS AND RESOURCES FRAMEWORK

Intended Outcome 1 as stated in the Regional Programme Document: Capacities of national institutions to manage crisis strengthened (outcome 3.1 - 38 in Atlas)

Outcome indicators relevant for the regional project: 1) number of effective dialogue and/or consensus-building processes led by national or local institutions carried out  
 Baseline: Insufficient capacity of national and local institutions to prevent and manage crisis  
 Target: 10 dialogue processes use innovative methodologies and count on trained facilitators  
 Partnership Strategy: BCPR, GCC, CIDA, Universities, Country Offices, LRC/VDA, TCC

Project title and ID (ATLAS Award ID): Regional Project on Democratic Dialogue (Award ID 49728) - Project ID: Capacity Building 60874

INTENDED OUTPUTS	INDICATIVE ACTIVITIES	PARTNERSHIP	RESPONSIBLE PARTIES	INPUTS
<p><b>OUTPUT 1:</b>  <b>CAPACITY BUILDING</b>            National and local actors and institutions with capacities to design, convene, and facilitate multi-stakeholder dialogues and consensus-building processes</p> <p><u>Baseline:</u> There is a need to crystallize the field of democratic dialogue and dialogic approaches, which is currently a nascent field and has been applied to great effect in a number of distributed cases, into a mature field of skilled local and regional practitioners who share knowledge and best practices and who can apply a broad range of techniques and technologies to the challenge of democratic institution building and conflict resolution.</p> <p><u>Indicators:</u> (i) curriculum developed; (ii) pilot of the curriculum accomplished; (iii) number of practitioners receiving training on dialogue and deliberation through the regional initiative.</p> <p><u>Target:</u> count with a regional initiative for delivering a curriculum on dialogue and deliberation for practitioners</p>	<p><b>1.1 One regional institution in charge of developing a curriculum on dialogue for practitioners developed and operational by 2011:</b></p> <ul style="list-style-type: none"> <li>- identify regional institution to deliver curriculum</li> <li>- prepare curriculum for democratic dialogue facilitators aimed at social and political leaders</li> <li>- pilot the curriculum regionally</li> </ul>	<p>RPDD / BCPR / GCC / CIDA / universities/ LRC-VDA</p>	<p>RPDD</p>	<p>TRAC, BCPR, DGTF, COs and other Donors; \$1,415,000</p>



<p>action programming. Indicators: (i) one regional institution in charge of developing a curriculum on dialogue for practitioners; (ii) number of practitioners receiving training on dialogue and deliberation through the regional initiative; (iii) number of capacity building programs designed and implemented to support strategic actors in the region; (iv) number of persons trained as dialogue facilitators; (v) number of learning journeys and workshops designed and implemented for addressing crisis prevention and democratic governance issues; (vi) number of mentoring and coaching programs implemented for strengthening leadership's capacities to respond dialogically to complex and multi-layered challenges; (vii) number of virtual students served with the modules of the virtual course on democratic dialogue; (viii) number of UNDP officers sensitized to dialogue processes and approaches for crisis prevention and better implementation of CO programs.</p>	<p>RPDD / GCC / BCPR</p>	<p>RPDD</p>
<p>1.2 Capacity Development programs to support strategic actors in the region: - Evaluation of the Mexican Capacity Development Pilot - Based on the lessons learned, implement capacity development programs in 2 countries - Develop mentoring and coaching programs - Evaluate and prepare lessons learned - 8 Workshops and Learning Journeys for facilitators and leaders addressing conflict prevention around social-environmental conflicts / land conflicts / constitutional processes and others</p> <p><u>Baseline:</u> insufficient capacities in national and local institutions and social leaders for conflict and crisis prevention and governance strengthening</p> <p><u>Indicators:</u> (i) 5 capacity building programs designed and implemented; (ii) 150 persons trained as dialogue facilitators; (iii) 5 notes on lessons learned from the capacity building programs implemented; (iv) 8 learning journeys organized-30 participants each</p> <p><u>Target:</u> mentoring and coaching programs for strengthening leadership's capacities to respond dialogically to complex and multi-layered challenges that many crisis and fragile environments face.</p>	<p>RPDD / BCPR / LRC-VDA</p>	<p>DD Project/CO</p>
<p>1.3 Establish a capacity building program to support UNDP staff to mainstream dialogic approaches into programming: - Design peer-to-peer coaching programs for senior management. - Prepare Lessons learned / evaluation - Develop a toolkit for dialogic change applications - Finalize and disseminate the Virtual Course level 1 in English, French and Spanish - Design and launch the Virtual Course for experienced practitioners</p> <p><u>Baseline:</u> there is a need in UNDP staff to understand and incorporate dialogic approaches into their action programming.</p> <p><u>Indicators:</u> (i) number of virtual students served with the modules of the virtual course; (ii) number of users of the toolkit for dialogic change applications; (iii) number of UNDP officers sensitive to dialogue process and approaches for conflict prevention and better implementation of CO programs.</p> <p><u>Target:</u> UNDP staff mainstream dialogic approaches into programming.</p>	<p>RPDD / BCPR / LRC-VDA</p>	<p>DD Project/CO</p>





<p>Intended Outcome 1 as stated in the Regional Programme Document: Capacities of national institutions to manage crisis strengthened (outcome 3.1 - 3.8 in Atlas)</p> <p>Outcome indicators relevant for the regional project: 1) number of effective dialogue and/or consensus-building processes led by national or local institutions carried out</p> <p>Baseline: Insufficient capacity of national and local institutions to prevent and manage crisis</p> <p>Target: 10 dialogue processes use innovative methodologies and count on trained facilitators</p> <p>Partnership Strategy: BCPR, GCC, CIDA, Universities, Country Offices, LRCVDA, TCC</p> <p>Project title and ID (ATLAS Award ID): Regional Project on Democratic Dialogue (Award ID 49728) - Project ID: Technical Support 61060</p>				
INTENDED OUTPUTS	INDICATIVE ACTIVITIES	PARTNERSHIP	RESPONSIBLE PARTIES	INPUTS
<p><b>OUTPUT 2:</b></p> <p><b>TECHNICAL SUPPORT</b></p> <p>Technical assistance to national and regional initiatives for using dialogic change processes as tools for democracy-building and the prevention of conflict</p> <p>Baseline: There is a need to respond articulately to demands coming from governments and societies for technical assistance in dialogue to support development, governance and crisis prevention. There is also a need in country offices and regional projects (UNDP and others) to receive technical</p>	<p><b>2.1 National Services: Provision of technical assistance to dialogue programs initiatives and other change processes through agreements with the COs of the region:</b></p> <ul style="list-style-type: none"> <li>- provide on-demand technical support to dialogue programs in the region</li> <li>- provide technical support to improve effectiveness of development and governance programs through dialogue, conflict prevention and consensus building design and implementation processes</li> <li>- follow-up through monitoring and analysis of countries programs and initiatives</li> </ul> <p>Baseline: there is a need to respond to demands coming from governments and societies for technical assistance in dialogue to support development, governance and crisis prevention initiatives.</p> <p>Indicators: 10 dialogue initiatives or other change processes/ supported through the COs.</p> <p>Target: Country Offices count on the Project for providing technical assistance to their local dialogue initiatives or other change processes.</p>	RPDD / PAPEP	RPDD	TRAC, BCPR, DGTTF, COs and other Donors: \$480,000

support for integrating a dialogic approach and conflict prevention methodologies into their actions.

Indicators: (i) number of dialogue initiatives or other change processes supported through the CO; (ii) number of regional projects/ initiatives receiving support from the Project on dialogic issues and processes; (iii) number of alliances established with regional initiatives promoting governance and crisis prevention; (iii) number of workshops carried out for exchanging methodologies for analysis and conflict prevention interventions; (iv) number of action plans articulating political analysis and dialogue processes in the region.

**2.2 Regional Services: Provision of technical assistance to dialogue initiatives or projects (development/governance) involving multiple COs:**

- provide on-demand technical support to dialogue initiatives and programs in the region (multiple COs)
- support the strategy for articulating with the PAPEP regional project through coordination meetings, joint workshops to discuss methodologies and to articulate conflict assessment, conflict prevention and intervention strategies

Baseline: there is a need in regional projects (UNDP and others), to receive technical support for integrating a dialogic approach and conflict prevention methodologies into their actions.

Indicators: (i) 4 regional projects/initiatives receiving support from the Project on dialogic issues and processes; (ii) 4 alliances established with regional initiatives promoting governance and crisis prevention; (iii) 2 workshops carried on for exchanging methodology of conflict sensitive approach for analysis and conflict prevention; (iv) 2 workshops carried - one for assessing the new methodology for analysis and conflict prevention interventions; (v) action plans articulating political analysis and dialogue processes in Bolivia and Colombia for both teams working together.

Target: the Project provides relevant support to regional initiatives in the field of dialogue and change processes, and has designed a strategy for addressing conflict-sensitive approaches for analysis and crisis prevention in the region through its alliance with BCPR and PAPEP.

RPDD/PAPEP

RPDD / BCPR / TCC / PAPEP





Intended Outcome 1 as stated in the Regional Programme Document: Capacities of national institutions to manage crisis strengthened (outcome 3.1 - 38. in Atlas)				
Outcome indicators relevant for the regional project: 1) number of effective dialogue and/or consensus-building processes led by national or local institutions carried out				
Baseline: Insufficient capacity of national and local institutions to prevent and manage crisis				
Target: 10 dialogue processes use innovative methodologies and count on trained facilitators				
Partnership Strategy: BCPR, GCC, CIDA, Universities, Country Offices, LRC/MDA, TCC				
Project title and ID (ATLAS Award ID): Regional Project on Democratic Dialogue (Award ID 49728) - Project ID: CPL & Communications 61061				
INTENDED OUTPUTS	INDICATIVE ACTIVITIES	PARTNERSHIP	RESPONSIBLE PARTIES	INPUTS
<p><b>OUTPUT 3: COMMUNITY OF PRACTICE AND LEARNING &amp; COMMUNICATIONS</b></p> <p><b>Strengthened strategic communications and Community of Practice to support the implementation of the Project's activities</b></p> <p><u>Baselining:</u> The Community of Practice and Learning is a key resource for the Project and needs to be continuously updated with systematized knowledge derived from dialogue practice, and to maintain continuous communications and interchange of regional information related to the field of dialogue for nurturing its practice. The communications strategy has proven to support knowledge dissemination and networking consolidation.</p> <p><u>Indicators:</u> (i) number of learning journeys on specific issues related to crisis</p>	<p><b>3.1 Creation of knowledge through the Community of Practice and Learning (CPL):</b></p> <ul style="list-style-type: none"> <li>- Systematize the 8 learning journeys on specific issues related to conflict prevention and dialogic change processes with members of the CPL and regional specialists.</li> <li>- Prepare 4 case studies on relevant dialogic change processes.</li> <li>- Prepare 4 notes on overarching subjects relevant to the practice of crisis prevention through dialogic processes and approaches</li> <li>- Prepare 2 notes on lessons learned through the support provided by the CPL.</li> </ul> <p><u>Baseline:</u> actors in the region need to be updated with systematized knowledge derived from dialogue practice.</p> <p><u>Indicators:</u> (i) 18 products of knowledge systematization disseminated through the region; (ii) 4 e-dialogues and/or teleconferences organized among the CPL; (iii) increasing number of visits to the Library of the Project's website.</p> <p><u>Target:</u> systematized knowledge shared, published and disseminated.</p>	RPDD / BCPR	RPDD	TRAC, BCPR, DGTF and other Donors: \$570,000

issues related to crisis prevention and dialogic processes with members of the CPL and regional specialists systematized and the learning disseminated; (ii) number of case studies on relevant dialogic change processes; (iii) number of notes on overarching subjects relevant to the practice of crisis prevention through dialogic approaches; (iv) number of events organized with like-minded institutions for learning on best practices and major challenges in the field of dialogue and crisis prevention; (v) number of internal and external bulletins with relevant information about the support provided by the Project, links to the main publications and documents produced by the CPL and other subjects of interest for practitioners and beneficiaries of the Project; (vi) number of events and meetings to provide feedback to the CPL and strategic planning; (vii) number of prestigious members incorporated to the CPL; (viii) percentage of website availability; (ix) number of uploaded files to the library of the website; (x) number of files downloaded by the website's users; (xi) number of annual visitors to the website.

<p><b>3.2 Dissemination of knowledge created by the CPL:</b></p> <ul style="list-style-type: none"> <li>- Publish and disseminate relevant works of the CPL</li> <li>- Organize 4 e-dialogues and/or teleconferences with like-minded institutions for learning on best practices and major challenges in the field of dialogue and conflict prevention.</li> <li>- Periodically update the public Library section of the Project's website and the private Chest of Documents.</li> <li>- Establish alliances with like-minded projects and programs for granting access to the Project's Library through their communications platforms.</li> </ul> <p><u>Baseline:</u> actors in the region need to be updated with systematized knowledge derived from dialogue practice.</p> <p><u>Indicators:</u> (i) 18 products of knowledge systematization disseminated through the region; (ii) 4 e-dialogues and/or teleconferences organized among the CPL; (iii) increasing number of visits to the Library of the Project's website.</p> <p><u>Target:</u> systematized knowledge shared, published and disseminated.</p>	<p>RPDD / TCC / GCC</p>	<p>RPDD</p>
<p><b>3.3 Regular external communications of information relevant to the Community of Practice and Learning:</b></p> <ul style="list-style-type: none"> <li>- Issue internal and external bulletins with relevant information about the support provided by the Project, links to the main publications and documents produced by the CPL and other subjects of interest for practitioners and beneficiaries of the Project.</li> <li>- Prepare and disseminate country-related information relevant to the support provided by the CPL.</li> <li>- Prepare and disseminate context analysis of regional interest.</li> </ul> <p><u>Baseline:</u> the CPL needs to maintain continuous communications and interchange of regional information related to the field of dialogue for nurturing its practice.</p> <p><u>Indicators:</u> (i) monthly and quarterly internal and external bulletins produced and disseminated to the CPL; (ii) country-related information and context analysis available to the CPL.</p> <p><u>Target:</u> well informed Community of Practice and Learning.</p>	<p>RPDD / PAPEP / TCC</p>	<p>DD Project</p>





<p><b>3.4 Growth and strengthening of the Community of Practice and Learning:</b></p> <ul style="list-style-type: none"> <li>- Organize 2 regional events for dialogic change practitioners in order to nourish the CPL in LAC</li> <li>- Organize 4 annual meetings of the CPL to evaluate the support provided to COs and propose future strategies for the region</li> <li>- Maintain an updated Concept Note and database on the CPL</li> <li>- Periodically identify and invite new practitioners and institutions at the local and regional level to become part of the CPL.</li> <li>- Consolidate local CPLs for nurturing the regional CPLs in order to provide local empowerment, strengthen local responsiveness and optimize resources (human and financial).</li> </ul> <p><u>Baseline:</u> the Community of Practice has matured and has proven to be a valuable resource for the Project.</p> <p><u>Indicators:</u> (i) 2 regional events for dialogic change practitioners; (ii) 4 annual meetings of the CPL for evaluation and planning; (iii) updated concept note on the Project's CPL disseminated; (iv) 4 new members added to the CPL annually.</p> <p><u>Target:</u> a strengthened and broadened Community of Practice.</p>	RPDD / GCC	RPDD
<p><b>3.5 The Project's website as a live public and private space for knowledge and information dissemination:</b></p> <ul style="list-style-type: none"> <li>- Keep the website updated and hosting services operating permanently.</li> <li>- Maintain regular communications with other projects and programs for promoting the Project's website.</li> <li>- Maintain all the sections of the Project's website updated.</li> </ul> <p><u>Baseline:</u> the website of the Project has an average of 60,000 visitors per year and is a useful resource for knowledge and practice interchange.</p> <p><u>Indicators:</u> (i) the website is up and running 99% of the year; (ii) number of visitors per year; (iii) number of uploaded and downloaded files.</p> <p><u>Target:</u> the Project's website is up and running, increasing the number of visitors each year.</p>	RPDD	RPDD

	<p><b>3.6 Translation and layout of the Handbook on Democratic Dialogue</b></p> <p>Baseline: the Handbook on Democratic Dialogue constitutes a core training material world-wide and must be available in English, Spanish and French.</p> <p>Indicators: number of Handbooks delivered world-wide in the 3 languages.</p> <p>Target: the Handbook is published and disseminated world-wide in English, Spanish and French.</p>	CIDA	RPDD
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nd journeys on joint border initiatives carried out and systematized; (vi) number of projects designed for joint border initiatives in the region.

**Intended Outcome 2 as stated in the Regional Programme Document: Joint Border area development Initiatives Strengthened**

**Outcome indicators relevant for the regional project:** 1) number of joint planning processes in border areas supported; 2) number of bi-national initiatives implemented

**Baseline:** Insufficient capacity to engage in joint border development issues.

**Target:** 1. Strategic alliances forged at the regional level to address joint-border development issues  
2. 3 joint border action plans and initiatives developed

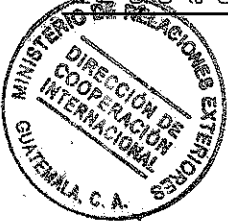
Partnership Strategy: TCC, BCPR, Country Offices

Project title and ID (ATLAS Award ID): Regional Project on Democratic Dialogue (Award ID 49728) - Project ID: Joint Border Initiative 61062

INTENDED OUTPUTS	INDICATIVE ACTIVITIES	PARTNERSHIP	RESPONSIBLE PARTIES	INPUTS
<p><b>OUTPUT 4:</b> <b>JOINT BORDER INITIATIVE</b></p> <p>Programme on Joint Border Initiatives developed and agreed by relevant parties</p> <p>Baseline: There is a need to</p>	<p><b>4.1 Joint-planning and consensus building processes supported, notably between Colombia and Ecuador</b></p> <ul style="list-style-type: none"> <li>- facilitate a dialogue process between representatives of Colombia and Ecuador (track 1.5)</li> <li>- in collaboration with the TCC, analyze and draw the lessons learned from the Ecuador-Colombia experience</li> </ul>	RPDD / TCC/BCPR	TCC / PRDD	TRAC: 35,000







promote dialogic approaches for tackling subregional multi-country initiatives and development planning activities, as well as for border crisis prevention.

Indicators: (i) number of joint-planning processes carried out in the region; (ii) number of dialogue processes supported between border-disputing countries; (iii) number of documents produced with lessons learned from joint-border initiatives; (iv) number of support documentation produced as inputs for potential joint-border interventions; (v) number of workshops and journeys on joint border initiatives carried out and systematized; (vi) number of projects designed for joint border initiatives in the region.

**4.2 A joint border initiative programme designed for the LAC region**

- one workshop on joint border initiatives gathered and systematized
- one project designed on joint border initiatives in the region

RPDD /TCC/BCPR

TCC / PRDD





N°	Descripción de actividades	Código	Unidad Ejecutora	Categoría	Presupuesto	Observaciones
A2	Elaboración de planes de trabajo y ejecución de actividades de cooperación internacional.					
A3	Elaboración de planes de trabajo y ejecución de actividades de cooperación internacional.					
A4	Elaboración de planes de trabajo y ejecución de actividades de cooperación internacional.					
A5	Elaboración de planes de trabajo y ejecución de actividades de cooperación internacional.					
A6	Elaboración de planes de trabajo y ejecución de actividades de cooperación internacional.					
A7	Elaboración de planes de trabajo y ejecución de actividades de cooperación internacional.					
A8	Elaboración de planes de trabajo y ejecución de actividades de cooperación internacional.					
A9	Elaboración de planes de trabajo y ejecución de actividades de cooperación internacional.					
A10	Elaboración de planes de trabajo y ejecución de actividades de cooperación internacional.					
A11	Elaboración de planes de trabajo y ejecución de actividades de cooperación internacional.					
A12	Elaboración de planes de trabajo y ejecución de actividades de cooperación internacional.					
A13	Elaboración de planes de trabajo y ejecución de actividades de cooperación internacional.					
A14	Elaboración de planes de trabajo y ejecución de actividades de cooperación internacional.					
A15	Elaboración de planes de trabajo y ejecución de actividades de cooperación internacional.					
A16	Elaboración de planes de trabajo y ejecución de actividades de cooperación internacional.					
A17	Elaboración de planes de trabajo y ejecución de actividades de cooperación internacional.					
A18	Elaboración de planes de trabajo y ejecución de actividades de cooperación internacional.					
A19	Elaboración de planes de trabajo y ejecución de actividades de cooperación internacional.					
A20	Elaboración de planes de trabajo y ejecución de actividades de cooperación internacional.					
A21	Elaboración de planes de trabajo y ejecución de actividades de cooperación internacional.					
A22	Elaboración de planes de trabajo y ejecución de actividades de cooperación internacional.					
A23	Elaboración de planes de trabajo y ejecución de actividades de cooperación internacional.					
A24	Elaboración de planes de trabajo y ejecución de actividades de cooperación internacional.					
A25	Elaboración de planes de trabajo y ejecución de actividades de cooperación internacional.					
A26	Elaboración de planes de trabajo y ejecución de actividades de cooperación internacional.					
A27	Elaboración de planes de trabajo y ejecución de actividades de cooperación internacional.					
A28	Elaboración de planes de trabajo y ejecución de actividades de cooperación internacional.					
A29	Elaboración de planes de trabajo y ejecución de actividades de cooperación internacional.					
A30	Elaboración de planes de trabajo y ejecución de actividades de cooperación internacional.					
A31	Elaboración de planes de trabajo y ejecución de actividades de cooperación internacional.					
A32	Elaboración de planes de trabajo y ejecución de actividades de cooperación internacional.					

**Targets 2008:** (i) 3 capacity building programs designed and implemented in three different countries, including Guatemala and Bolivia; (ii) 30 persons trained as dialogue facilitators; (iii) 3 learning journeys designed and implemented for practitioners and strategic actors on environmental, land and constitutional issues; (iv) one coaching lab for strengthening leadership capacities of RRs and RCs designed and implemented; (v) 30 virtual students served with the raising-awareness module of the virtual course on democratic dialogue; (vi) concept note and design of the second module of the virtual course on democratic dialogue prepared.

Item	Description	Unit	Quantity	Unit Price	Total	Subtotal	Total
A1	Technical Support						
A2	Technical Support						
A3	Technical Support						
A4	Technical Support						
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A97	Technical Support						
A98	Technical Support						
A99	Technical Support						
A100	Technical Support						

Targets 2008: (i) support dialogue initiatives through the CO in Bolivia, Guatemala and Argentina; (ii) provide support to 5 CO on dialogic issues and processes; (iii) establish at least 2 alliances with regional initiatives (Democracy and Human Rights, Parliamentary Women) for providing technical support; (iv) organize and carry-out one workshop for assessing the new methodology for analysis and conflict prevention interventions; (v) initiate the articulation with Paper for political analysis and dialogue.





AT	10. Evaluation of dialogue process between representatives of Colombia and Ecuador (Task 4)	11.1 Support the Center Outlier in the design of the dialogue process in Cali, Bogota and Quito	PM	TCC	7,000 travel	5,000	8,000
A1	11.1 Organize and implement a workshop in joint format for representatives of the two countries to discuss the dialogue process. The workshop will be held in Bogota, Colombia. Ecuador must support the workshop in the form of travel, accommodation, and other logistical support. The workshop will be held in Bogota, Colombia. Ecuador must support the workshop in the form of travel, accommodation, and other logistical support. The workshop will be held in Bogota, Colombia. Ecuador must support the workshop in the form of travel, accommodation, and other logistical support.	11.2 In collaboration with the TCC, analyze and draw the lessons learned from the Ecuador-Colombia experience	PM	TCC			
A2	12.1 Organize and implement a workshop in joint format for representatives of the two countries to discuss the dialogue process. The workshop will be held in Bogota, Colombia. Ecuador must support the workshop in the form of travel, accommodation, and other logistical support. The workshop will be held in Bogota, Colombia. Ecuador must support the workshop in the form of travel, accommodation, and other logistical support.	12.1 Design the workshop	PM		1,900 international consultants	3,000	3,900
A2	12.2 Organize and implement a workshop in joint format for representatives of the two countries to discuss the dialogue process. The workshop will be held in Bogota, Colombia. Ecuador must support the workshop in the form of travel, accommodation, and other logistical support. The workshop will be held in Bogota, Colombia. Ecuador must support the workshop in the form of travel, accommodation, and other logistical support.	12.2 Select participants in collaboration with COs	PM		3,900 learning costs	8,000	8,000
A2	12.3 Organize and implement a workshop in joint format for representatives of the two countries to discuss the dialogue process. The workshop will be held in Bogota, Colombia. Ecuador must support the workshop in the form of travel, accommodation, and other logistical support. The workshop will be held in Bogota, Colombia. Ecuador must support the workshop in the form of travel, accommodation, and other logistical support.	12.3 Carry out the workshop and systematic learning and knowledge in the Region	PM		1,900 travel	10,000	10,000
A2	13.1 Organize and implement a workshop in joint format for representatives of the two countries to discuss the dialogue process. The workshop will be held in Bogota, Colombia. Ecuador must support the workshop in the form of travel, accommodation, and other logistical support. The workshop will be held in Bogota, Colombia. Ecuador must support the workshop in the form of travel, accommodation, and other logistical support.	13.1 Selection of a consultant to prepare the project plan and IP	PM		7,000 administrative costs	7,000	7,322
A2	13.2 Organize and implement a workshop in joint format for representatives of the two countries to discuss the dialogue process. The workshop will be held in Bogota, Colombia. Ecuador must support the workshop in the form of travel, accommodation, and other logistical support. The workshop will be held in Bogota, Colombia. Ecuador must support the workshop in the form of travel, accommodation, and other logistical support.	13.2 Prepare the project plan and send to PAC	PM		7,000 international consultants	5,000	5,000
A2	13.3 Organize and implement a workshop in joint format for representatives of the two countries to discuss the dialogue process. The workshop will be held in Bogota, Colombia. Ecuador must support the workshop in the form of travel, accommodation, and other logistical support. The workshop will be held in Bogota, Colombia. Ecuador must support the workshop in the form of travel, accommodation, and other logistical support.	13.3 Prepare IP and send to PAC	PM		1,900 travel	4,000	4,000
A2	13.4 Organize and implement a workshop in joint format for representatives of the two countries to discuss the dialogue process. The workshop will be held in Bogota, Colombia. Ecuador must support the workshop in the form of travel, accommodation, and other logistical support. The workshop will be held in Bogota, Colombia. Ecuador must support the workshop in the form of travel, accommodation, and other logistical support.	13.4 Implement IP in 2008	CO Project				
						42,422	31,044
							7,322

**Targets 2008:** (i) one joint-planning process carried out between Colombia and Ecuador; (ii) one dialogue process between representatives of Colombia and Ecuador supported and facilitated; (iii) one document on lessons learned from the Ecuador-Colombia experience produced in collaboration with the TCC.





## V. MANAGEMENT ARRANGEMENTS

- ♦ This RBLAC Project will be managed as part of a portfolio of projects in conflict prevention within the Democratic Governance Cluster. Strategic direction will be provided by the Regional Program Board, and it will be supported by a Program Adviser and the entire conflict prevention team.
- ♦ The project will be directly executed by RBLAC and implemented by the project team based in the region. In addition to the team based in Guatemala, the project will count on its network of consultants and its Community of Practice and Learning to attain its objectives.
- ♦ Annual work plans will be prepared by the Project Coordinator with support from the RBLAC Program Adviser and shared with the Board.
- ♦ The regional project on Democratic Dialogue will operate under Direct Execution, and UNDP Guatemala will be the implementing agency.
- ♦ The project board will meet at least once a year and will bring together in addition to the Program Adviser and the Regional Project Coordinator: 2 Resident Representatives where the project has been working, one practitioner, one institution member of the community of practice, a representative of BCPR and a government representative.
- ♦ The Board will receive progress report from the Project Coordinator and provide strategic advice and inputs on the strategy, outputs and activities.
- ♦ According to the UNDP cost-recovery Policy, 7% of General Management Services (GMS – indirect costs) should be applied to Third-Party Cost-sharing and Trust-Funds. Only if otherwise instructed by the donors in the cost-sharing agreements, the interests of cost-sharing generated with the contributions received should be used for reprogramming by the regional project.
- ♦ If contributions from government or other financial sources are not received in accordance with the project's payment schedule, or if the financial resources to be mobilized by the project are not sufficient to cover the activities planned within the present Project Document, they may be reduced, suspended or terminated, following UNDP rules and regulations.





## VI. MONITORING FRAMEWORK AND EVALUATION

In accordance with the programming policies and procedures outlined in the UNDP User Guide, the project will be monitored through the following:

### Within the annual cycle

- On a quarterly basis, a quality assessment shall record progress towards the completion of key results, based on quality criteria and methods captured in the Quality Management table below.
- An Issue Log shall be activated in Atlas and updated by the Project Manager to facilitate tracking and resolution of potential problems or requests for change.
- Based on the initial risk analysis submitted (see annex 1), a risk log shall be activated in Atlas and regularly updated by reviewing the external environment that may affect the project implementation.
- Based on the above information recorded in Atlas, a Quarterly Progress Report (QPR) shall be submitted by the Project Manager to the Project Board through Project Assurance, using the standard report format available in the Executive Snapshot.
- A project Lesson-learned log shall be activated and regularly updated to ensure on-going learning and adaptation within the organization, and to facilitate the preparation of the Lessons-learned Report at the end of the project.
- A Monitoring Schedule Plan shall be activated in Atlas and updated to track key management actions/events.

### Annually

- A **mid-term report** will be prepared by the core team and submitted to the Project Manager and Project Advisor on July.
  - **Annual Review Report.** An Annual Review Report shall be prepared by the Project Manager and shared with the Project Board and the Outcome Board. As minimum requirement, the Annual Review Report shall consist of the Atlas standard format for the QPR covering the whole year with updated information for each above element of the QPR as well as a summary of results achieved against pre-defined annual targets at the output level.
  - **Annual Project Review.** Based on the above report, an annual project review shall be conducted during the fourth quarter of the year or soon after, to assess the performance of the project and appraise the Annual Work Plan (AWP) for the following year. In the last year, this review will be a final assessment. This review is driven by the Project Board and may involve other stakeholders as required. It shall focus on the extent to which progress is being made towards outputs, and that these remain aligned to appropriate outcomes.
  - The core team will prepare an **Annual Progress Report** and submit it to the Project Manager and Project Advisor on January of the following year.
- Final external evaluation** to assess the progress achieved.



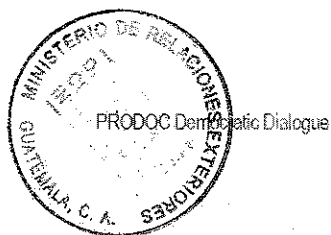
## Quality Management for Project Activity Results 2008

<b>OUTPUT 1: A capacity building program for democratic dialogue aimed at social and political leaders in Bolivia, Guatemala and Mexico has been designed, prepared and implemented</b>		
<b>Activity Result 1.1</b>	Systematization of lessons learned through the pilot on capacity building for dialogue facilitators held in Mexico	Start Date: April 1 End Date: June 30
<b>Purpose</b>	Identify lessons learned during the pilot experience on capacity building in Mexico as input for the capacity building programs planned for this year	
<b>Description</b>	End and systematize the pilot experience on capacity building for dialogue facilitators in Mexico	
<b>Quality Criteria</b> <i>how/with what indicators the quality of the activity result will be measured?</i>	<b>Quality Method</b> <i>Means of verification. what method will be used to determine if quality criteria has been met?</i>	<b>Date of Assessment</b> <i>When will the assessment of quality be performed?</i>
The systematization serves as input for preparing the capacity building programs planned for this period.	The systematization of the pilot experience in Mexico will be presented to key practitioners of the Community of Practice and Learning for feedback.	July
<b>Activity Result 1.2</b>	Curriculum for democratic dialogue facilitators aimed at social and political leaders of the Region	Start Date: April 1 End Date: June 30
<b>Purpose</b>	Define the capacity building strategy in terms of key contents, skill transferring methodologies, audiences, partnerships, and scope of the training activities, among others	
<b>Description</b>	Prepare the curriculum for democratic dialogue facilitators aimed at social and political leaders of the Region	
<b>Quality Criteria</b> <i>how/with what indicators the quality of the activity result will be measured?</i>	<b>Quality Method</b> <i>Means of verification. what method will be used to determine if quality criteria has been met?</i>	<b>Date of Assessment</b> <i>When will the assessment of quality be performed?</i>
The curriculum covers the necessary aspects for serving as the base for the capacity building program's design.	The curriculum will be presented to key practitioners of the Community of Practice and Learning for feedback. A report will be submitted to the Project Manager and the Program Advisor.	July



<b>Activity Result 1.3</b>	Alliances with the corresponding country offices for tailoring the curriculum and designing the capacity building program on democratic dialogue facilitation.	Start Date: April 15 End Date: June 30
<b>Purpose</b>	Establish alliances with the corresponding COs for tailoring the curriculum and designing the capacity building program on democratic dialogue facilitation.	
<b>Description</b>	<p>In Bolivia, the capacity building program will be developed in the framework of the new Democratic Governance Program for: (i) supporting capacity building in political and social leaders for democratic dialogue and public deliberation for contributing to societal change and a constructive conflict management, and (b) develop and strengthen skills and tools in a critical mass of facilitators of change processes in collaborative incidence, democratic dialogue and public deliberation.</p> <p>In Guatemala, the capacity building program will support the efforts of the new government for strengthening the National Permanent Dialogue System through the Secretariat of Democratic Development. Special emphasis will be put on capacity building at the municipal level.</p> <p>In Mexico, the capacity building program will contribute to the national efforts towards a National Democratic Dialogue. This country identified a need for changes in their political culture and democratic institutions for deepening democracy, based on more participatory governance mechanisms/practices and inclusive political culture. The desired change to which this process hopes to contribute is the strengthening of conditions that favor the possibility of instituting and implementing mechanisms for National Democratic Dialogue. The more specific change is focusing on the civil society side of governance, strengthening capacity for networking and dialogic change processes.</p>	
<b>Quality Criteria</b> <i>how/with what indicators the quality of the activity result will be measured?</i>	<b>Quality Method</b> <i>Means of verification. what method will be used to determine if quality criteria has been met?</i>	<b>Date of Assessment</b> <i>When will the assessment of quality be performed?</i>
Agreements have been signed with Bolivia, Guatemala and Mexico for the implementation of the capacity building program.	Signed agreements will be sent to the Project Manager and the Program Advisor.	July

<b>Activity Result 1.4</b>	Participant groups consolidated for the capacity building program on democratic dialogue facilitation in Bolivia, Guatemala and Mexico.	Start Date: April 1 End Date: June 30
<b>Purpose</b>	Identify leaders for participating in the capacity building program on democratic dialogue facilitation in Bolivia, Guatemala and Mexico.	
<b>Description</b>	Together with the COs, the project will identify and contact social and political leaders that could participate in the capacity building program on democratic dialogue facilitation in Bolivia, Guatemala and Mexico.	
<b>Quality Criteria</b> <i>how/with what indicators the quality of the activity result will be measured?</i>	<b>Quality Method</b> <i>Means of verification. What method will be used to determine if quality criteria has been met?</i>	<b>Date of Assessment</b> <i>When will the assessment of quality be performed?</i>
A list of participants will be prepared and agreed with the focal point in each country.	Lists of participants will be sent to the Project Manager and the Program Advisor.	July



<b>Activity Result 1.5</b>	Capacity building program for democratic dialogue facilitators in Bolivia, Guatemala and Mexico.	Start Date: April 1 End Date: December 30
<b>Purpose</b>	Design, prepare and implement a capacity building program for democratic dialogue facilitators in Bolivia, Guatemala and Mexico.	
<b>Description</b>	The Capacity Building Program designed will be implemented in each of the three countries, and will include both virtual and presential components. The virtual component will be covered by the Virtual Course on Democratic Dialogue already developed. UN staff from other programs in the Region will be included in the audience of the capacity building components, particularly in the virtual course on democratic dialogue to be launched in English and Spanish.	
<b>Quality Criteria</b> <i>how/with what indicators the quality of the activity result will be measured?</i>	<b>Quality Method</b> <i>Means of verification. What method will be used to determine if quality criteria has been met?</i>	<b>Date of Assessment</b> <i>When will the assessment of quality be performed?</i>
Each of the programs activities will be systematized and made available to all the actors involved through the website (private area).	Communications with the actors regarding the implementation of the programs will be registered and shared with the project's team and the focal points in each country.	During the whole implementation of each of the capacity building programs.
Evaluation forms will be filled by the participant groups.	Evaluation scales.	After each activity of the programs.

<b>Activity Result 1.6</b>	Assessment report of the capacity building programs for democratic dialogue facilitators in Bolivia, Guatemala and Mexico.	Start Date: October 1 End Date: December 30
<b>Purpose</b>	Assess the capacity building programs for democratic dialogue facilitators in Bolivia, Guatemala and Mexico, systematizing lessons learned.	
<b>Description</b>	A meeting will be prepared and hold with the main actors of the capacity building programs in Bolivia, Guatemala and Mexico in order to assess these programs and identify lessons learned for future capacity building activities.	
<b>Quality Criteria</b> <i>how/with what indicators the quality of the activity result will be measured?</i>	<b>Quality Method</b> <i>Means of verification. What method will be used to determine if quality criteria has been met?</i>	<b>Date of Assessment</b> <i>When will the assessment of quality be performed?</i>
Each of the programs activities will be systematized and made available to all the actors involved through the website (private area).	Communications with the actors regarding the implementation of the programs will be registered and shared with the project's team and the focal points in each country.	During the whole implementation of each of the capacity building programs.
The report covers the necessary aspects for serving as input for future capacity building activities of the Project.	The report will be presented to key practitioners of the Community of Practice and Learning for feedback. A note will be submitted to the Project Manager and the Program Advisor.	January 2009



<b>Activity Result</b> 1.7	Methodological Guide for capacity updating of dialogue facilitators	Start Date: April 1 End Date: June 30
<b>Purpose</b>	Prepare and disseminate a Methodological Guide for capacity updating of dialogue facilitators	
<b>Description</b>	A Methodological Guide for capacity updating of dialogue facilitators will be prepared and disseminated.	
<b>Quality Criteria</b> <i>how/with what indicators the quality of the activity result will be measured?</i>	<b>Quality Method</b> <i>Means of verification. What method will be used to determine if quality criteria has been met?</i>	<b>Date of Assessment</b> <i>When will the assessment of quality be performed?</i>
The guide includes useful methodological tools for dialogue facilitators.	The Methodological Guide will be presented to key practitioners of the Community of Practice and Learning for their feedback. A report will be submitted to the Program Manager and the Project Advisor.	July

<b>Activity Result</b> 1.8	Strengthened strategy for capacity building on leadership of the program Citizen Democracy and Women's Rights	Start Date: April 1 End Date: December 30
<b>Purpose</b>	Support the strategy for capacity building on leadership of the program Citizen Democracy and Women's Rights.	
<b>Description</b>	Provide inputs and advice to the program Citizen Democracy and Women's Rights aimed at its capacity building activities.	
<b>Quality Criteria</b> <i>how/with what indicators the quality of the activity result will be measured?</i>	<b>Quality Method</b> <i>Means of verification. What method will be used to determine if quality criteria has been met?</i>	<b>Date of Assessment</b> <i>When will the assessment of quality be performed?</i>
The program Citizen Democracy and Women's Rights received quality support for its capacity building strategy.	Owner of the program reports on quality of support received.	December

<b>Activity Result</b> 1.9	Disseminate the course on Logistics to Support Group Processes via CD and website	Start Date: April 1 End Date: December 30
<b>Purpose</b>	Disseminate the course on Logistics to Support Group Processes via CD and the DD website.	
<b>Description</b>	The course on Logistics to Support Group Processes will be disseminated via CD and the DD website.	
<b>Quality Criteria</b> <i>how/with what indicators the quality of the activity result will be measured?</i>	<b>Quality Method</b> <i>Means of verification. what method will be used to determine if quality criteria has been met?</i>	<b>Date of Assessment</b> <i>When will the assessment of quality be performed?</i>
Evaluation forms will be filled by the course trainees.	Evaluation scales.	After delivery of each course.



<b>OUTPUT 2: Learning journey for facilitators and promoters on dialogue in environmental conflicts</b>		
<b>Activity Result 2.1</b>	Contents and methodology specifically designed for a regional learning journey on environmental conflicts.	Start Date: April 1 End Date: June 30
<b>Purpose</b>	Design the contents and methodology for a regional learning journey on environmental conflicts.	
<b>Description</b>	Design the contents and methodology of the learning journey.	
<b>Quality Criteria</b> <i>how/with what indicators the quality of the activity result will be measured?</i>	<b>Quality Method</b> <i>Means of verification. what method will be used to determine if quality criteria has been met?</i>	<b>Date of Assessment</b> <i>When will the assessment of quality be performed?</i>
Solid document with the design and contents for the learning journey on environmental conflicts.	The document will be presented to key organizers and promoters of the learning journey for their feedback.	July

<b>Activity Result 2.2</b>	Consolidated team of facilitators for the learning journey on environmental conflicts.	Start Date: April 1 End Date: May 30
<b>Purpose</b>	Consolidate a group of excellent facilitators with deep knowledge on environmental conflicts for designing and facilitating the regional learning journey.	
<b>Description</b>	Identify facilitators for the journey and evaluate their capacities for the tasks involved.	
<b>Quality Criteria</b> <i>how/with what indicators the quality of the activity result will be measured?</i>	<b>Quality Method</b> <i>Means of verification. what method will be used to determine if quality criteria has been met?</i>	<b>Date of Assessment</b> <i>When will the assessment of quality be performed?</i>
The consolidated team of facilitators knows the topic of the journey and the facilitators are excellent practitioners.	Database of facilitators for the learning journey jointly built with the main actors involved.	May

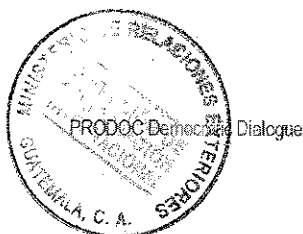
<b>Activity Result 2.3</b>	Regional learning journey on environmental conflicts designed and implemented.	Start Date: April 1 End Date: September 30
<b>Purpose</b>	Implement a regional learning journey on environmental conflicts.	
<b>Description</b>	Design and implement the learning journey	
<b>Quality Criteria</b> <i>how/with what indicators the quality of the activity result will be measured?</i>	<b>Quality Method</b> <i>Means of verification. what method will be used to determine if quality criteria has been met?</i>	<b>Date of Assessment</b> <i>When will the assessment of quality be performed?</i>
Participants in the learning journey have the opportunity to share and get new knowledge and perspectives on the topic of environmental conflicts.	Evaluation form.	September, October



<b>Activity Result</b> 2.4	Journey memory distributed to the participants in the learning journey on environmental conflicts.	Start Date: September 1 End Date: September 30
<b>Purpose</b>	Provide the participants in the Journey with a systematization document with the memories and learning derived from the journey on environmental conflicts.	
<b>Description</b>	Prepare the learning memory.	
<b>Quality Criteria</b> <i>how/with what indicators the quality of the activity result will be measured?</i>	<b>Quality Method</b> <i>Means of verification. what method will be used to determine if quality criteria has been met?</i>	<b>Date of Assessment</b> <i>When will the assessment of quality be performed?</i>
The learning memory's contents are accepted by the learning journey participants.	Distribution log and feedback log submitted to the main actors involved.	September, October

<b>OUTPUT 3: Learning journey for facilitators and promoters on dialogue in land conflicts</b>		
<b>Activity Result</b> 3.1	Contents and methodology specifically designed for a regional learning journey on land conflicts.	Start Date: July 1 End Date: September 30
<b>Purpose</b>	Design the contents and methodology for a regional learning on land conflicts.	
<b>Description</b>	Design the contents and methodology of the learning journey.	
<b>Quality Criteria</b> <i>how/with what indicators the quality of the activity result will be measured?</i>	<b>Quality Method</b> <i>Means of verification. what method will be used to determine if quality criteria has been met?</i>	<b>Date of Assessment</b> <i>When will the assessment of quality be performed?</i>
Solid document with the design and contents for the learning journey on land conflicts.	The document will be presented to key organizers and promoters of the learning journey for their feedback.	September

<b>Activity Result</b> 3.2	Consolidated team of facilitators for the learning journey on land conflicts.	Start Date: July 1 End Date: September 30
<b>Purpose</b>	Consolidate a group of excellent facilitators with deep knowledge on land conflicts for designing and facilitating the regional learning journey.	
<b>Description</b>	Identify facilitators for the journey and evaluate their capacities for the tasks involved.	
<b>Quality Criteria</b> <i>how/with what indicators the quality of the activity result will be measured?</i>	<b>Quality Method</b> <i>Means of verification. what method will be used to determine if quality criteria has been met?</i>	<b>Date of Assessment</b> <i>When will the assessment of quality be performed?</i>
The consolidated team of facilitators know the topic of the journey and the facilitators are excellent practitioners.	Database of facilitators for the learning journey jointly built with the main actors involved.	September



<b>Activity Result</b> 3.3	Regional learning journey on land conflicts designed and implemented.	Start Date: July 1 End Date: December 30
<b>Purpose</b>	Implement a regional learning journey on land conflicts.	
<b>Description</b>	Design and implement the learning journey	
<b>Quality Criteria</b> <i>how/with what indicators the quality of the activity result will be measured?</i>	<b>Quality Method</b> <i>Means of verification. what method will be used to determine if quality criteria has been met?</i>	<b>Date of Assessment</b> <i>When will the assessment of quality be performed?</i>
Participants in the learning journey have the opportunity to share and get new knowledge and perspectives on the topic of land conflicts.	Evaluation form.	December

<b>Activity Result</b> 3.4	Journey memory distributed to the participants in the learning journey on land conflicts.	Start Date: December 1 End Date: December 30
<b>Purpose</b>	Provide the participants in the Journey with a systematization document with the memories and learning derived from the journey on land conflicts.	
<b>Description</b>	Prepare the learning memory.	
<b>Quality Criteria</b> <i>how/with what indicators the quality of the activity result will be measured?</i>	<b>Quality Method</b> <i>Means of verification. what method will be used to determine if quality criteria has been met?</i>	<b>Date of Assessment</b> <i>When will the assessment of quality be performed?</i>
The learning memory's contents are accepted by the learning journey participants.	Distribution log and feedback log submitted to the main actors involved.	December

<b>OUTPUT 4: Learning journey for facilitators and promoters on constitutional processes</b>		
<b>Activity Result</b> 4.1	Contents and methodology specifically designed for a regional learning journey on constitutional processes.	Start Date: April 1 End Date: April 30
<b>Purpose</b>	Design the contents and methodology for a regional learning on constitutional processes.	
<b>Description</b>	Design the contents and methodology of the learning journey.	
<b>Quality Criteria</b> <i>how/with what indicators the quality of the activity result will be measured?</i>	<b>Quality Method</b> <i>Means of verification. what method will be used to determine if quality criteria has been met?</i>	<b>Date of Assessment</b> <i>When will the assessment of quality be performed?</i>
Solid document with the design and contents for the learning journey on constitutional processes.	The document will be presented to key organizers and promoters of the learning journey for their feedback.	April





<b>Activity Result</b> 4.2	Consolidated team of facilitators for the learning journey on constitutional processes.	Start Date: April 1 End Date: May 30
<b>Purpose</b>	Consolidate a group of excellent facilitators with deep knowledge on constitutional processes for designing and facilitating the regional learning journey.	
<b>Description</b>	Identify facilitators for the journey and evaluate their capacities for the tasks involved.	
<b>Quality Criteria</b> <i>how/with what indicators the quality of the activity result will be measured?</i>	<b>Quality Method</b> <i>Means of verification. what method will be used to determine if quality criteria has been met?</i>	<b>Date of Assessment</b> <i>When will the assessment of quality be performed?</i>
The consolidated team of facilitators know the topic of the journey and the facilitators are excellent practitioners.	Database of facilitators for the learning journey jointly built with the main actors involved.	May

<b>Activity Result</b> 4.3	Regional learning journey on constitutional processes designed and implemented.	Start Date: April 1 End Date: September 30
<b>Purpose</b>	Implement a regional learning journey on constitutional processes.	
<b>Description</b>	Design and implement the learning journey	
<b>Quality Criteria</b> <i>how/with what indicators the quality of the activity result will be measured?</i>	<b>Quality Method</b> <i>Means of verification. what method will be used to determine if quality criteria has been met?</i>	<b>Date of Assessment</b> <i>When will the assessment of quality be performed?</i>
Participants in the learning journey have the opportunity to share and get new knowledge and perspectives on the topic of constitutional processes.	Evaluation form.	September, October

<b>Activity Result</b> 4.4	Journey memory distributed to the participants in the learning journey on constitutional processes.	Start Date: September 1 End Date: September 30
<b>Purpose</b>	Provide the participants in the Journey with a systematization document with the memories and learning derived from the journey on constitutional processes.	
<b>Description</b>	Prepare the learning memory.	
<b>Quality Criteria</b> <i>how/with what indicators the quality of the activity result will be measured?</i>	<b>Quality Method</b> <i>Means of verification. what method will be used to determine if quality criteria has been met?</i>	<b>Date of Assessment</b> <i>When will the assessment of quality be performed?</i>
The learning memory's contents are accepted by the learning journey participants.	Distribution log and feedback log submitted to the main actors involved.	September, October



**OUTPUT 5: Coaching Lab - strengthening leadership capacity in consensus-building and dialogue for RC/RR in crisis environments**

<b>Activity Result 5.1</b>	Concept paper for the Coaching Lab for RCs and RRs in crisis environments.	Start Date: April 1 End Date: June 30
<b>Purpose</b>	Define the context, rationale, assumptions, main components, stages, budget and timeline for the Coaching Lab for RCs and RRs in crisis environments.	
<b>Description</b>	End the concept paper, receive and incorporate feedback from UNDP.	
<b>Quality Criteria</b> <i>how/with what indicators the quality of the activity result will be measured?</i>	<b>Quality Method</b> <i>Means of verification. what method will be used to determine if quality criteria has been met?</i>	<b>Date of Assessment</b> <i>When will the assessment of quality be performed?</i>
Solid concept note for the coaching lab aimed at RRs and RCs in crisis environments.	The document will be presented to key organizers and promoters of the coaching lab.	July

<b>Activity Result 5.2</b>	Partners established and financial resources guaranteed for the coaching lab aimed at RRs and RCs in crisis environments.	Start Date: April 1 End Date: June 30
<b>Purpose</b>	Define partnerships and guarantee financial resources to implement the Coaching Lab for RRs and RCs in crisis environments.	
<b>Description</b>	Identify partners and financial resources.	
<b>Quality Criteria</b> <i>how/with what indicators the quality of the activity result will be measured?</i>	<b>Quality Method</b> <i>Means of verification. what method will be used to determine if quality criteria has been met?</i>	<b>Date of Assessment</b> <i>When will the assessment of quality be performed?</i>
Alliances clearly established and financial resources allocated.	Agreements with partners and budget for the coaching lab.	July

<b>Activity Result 5.3</b>	List of participants for the design workshop	Start Date: April 1 End Date: June 30
<b>Purpose</b>	The first 4-day workshop will bring together the team of UNDP staff and outside facilitators / coaches with 6 RR/RCs who have experience with both leadership and dialogue processes and who are willing to help support the development of this program. Up to three of these RR/RCs will be considered to also join the pilot workshop as mentors for their RR/RC colleagues.	
<b>Description</b>	Select participants for the design workshop.	
<b>Quality Criteria</b> <i>how/with what indicators the quality of the activity result will be measured?</i>	<b>Quality Method</b> <i>Means of verification. what method will be used to determine if quality criteria has been met?</i>	<b>Date of Assessment</b> <i>When will the assessment of quality be performed?</i>
Participants meet the defined criteria.	List of participants for the design workshop.	July



<b>Activity Result 5.4</b>	Design workshop for the Coaching Lab	Start Date: April 1 End Date: June 30
<b>Purpose</b>	Design and implement the Design Workshop for testing assumptions, experience the methodology, and propose a design and framework for the content and process of the expanded learning workshop. Another key outcome will be to define learning goals in details, including the type of skills, qualities and values that will be at the core of the overall development program.	
<b>Description</b>	Design and implement the design workshop.	
<b>Quality Criteria</b> <i>how/with what indicators the quality of the activity result will be measured?</i>	<b>Quality Method</b> <i>Means of verification. what method will be used to determine if quality criteria has been met?</i>	<b>Date of Assessment</b> <i>When will the assessment of quality be performed?</i>
A design and framework for the content and process of the expanded learning workshop is available.	Document with results of the Design Workshop.	July

<b>Activity Result 5.5</b>	List of participants for the Pilot Workshop	Start Date: July 1 End Date: September 30
<b>Purpose</b>	Select 12 RR/RCs, up to 3 of whom could have participated in the prior design workshop for a 4-5 day workshop. This group of RR/RCs will be more diverse than the initial one, which participated in the design workshop, in terms of their experience with leadership and dialogue processes. Each of them will however have a strong interest to engage in this process, in order to maximize the learning opportunity for them, as well other participants. These participants will not only experience the methodology but also help shape the full-fledged program.	
<b>Description</b>	Select participants for the pilot workshop.	
<b>Quality Criteria</b> <i>how/with what indicators the quality of the activity result will be measured?</i>	<b>Quality Method</b> <i>Means of verification. what method will be used to determine if quality criteria has been met?</i>	<b>Date of Assessment</b> <i>When will the assessment of quality be performed?</i>
Participants meet the defined criteria.	List of participants for the pilot workshop.	August

<b>Activity Result 5.6</b>	Contents and methodology designed specifically for a regional learning journey on constitutional processes.	Start Date: July 1 End Date: September 30
<b>Purpose</b>	Pilot the methodology and generate with the target audience concrete lessons learned on how to best present and roll out this programme. Refine UNDP's understanding of which skills, values and qualities are of particular importance for the success of RR/RCs.	
<b>Description</b>	Design and implement the pilot workshop.	
<b>Quality Criteria</b> <i>how/with what indicators the quality of the activity result will be measured?</i>	<b>Quality Method</b> <i>Means of verification. what method will be used to determine if quality criteria has been met?</i>	<b>Date of Assessment</b> <i>When will the assessment of quality be performed?</i>
Concrete lessons learned on how to best present and roll out this programme.	Document with lessons learned during the Pilot phase.	October



<b>Activity Result 5.7</b>	Lessons learned for drafting the full-fledged program	Start Date: July 1 End Date: December 30
<b>Purpose</b>	The project team will articulate the lessons learned from the design and the pilot workshops, and build on them to propose a full-fledged program, including participants' selection, role of potential internal mentors and outside facilitators and coaches, overall methodology, content, and the basis for a realistic budget and timeline – all within the overall context of UNDP's needs. This phase will necessarily need to engage other units and groups in UNDP and UNDGO who would lead these efforts forward.	
<b>Description</b>	Prepare document for assessment and lessons learned.	
<b>Quality Criteria</b> <i>how/with what indicators the quality of the activity result will be measured?</i>	<b>Quality Method</b> <i>Means of verification. what method will be used to determine if quality criteria has been met?</i>	<b>Date of Assessment</b> <i>When will the assessment of quality be performed?</i>
The assessment report and systematization of lessons learned serve for drafting the full-fledged program.	Assessment report and systematization of lessons learned.	December

<b>OUTPUT 6: Delivery and assessment of the virtual course on Democratic Dialogue in English, Spanish and French (first module)</b>		
<b>Activity Result 6.1</b>	Beta version of the first module of the virtual course on democratic dialogue	Start Date: April 1 End Date: June 30
<b>Purpose</b>	Improve the alpha version of the first module of the virtual course on democratic dialogue, and prepare the beta version for launching.	
<b>Description</b>	Pilot the first module of the virtual course on Democratic Dialogue, English version.	
<b>Quality Criteria</b> <i>how/with what indicators the quality of the activity result will be measured?</i>	<b>Quality Method</b> <i>Means of verification. what method will be used to determine if quality criteria has been met?</i>	<b>Date of Assessment</b> <i>When will the assessment of quality be performed?</i>
Most recommendations from piloters are incorporated to the alpha version of the first module of the virtual course on democratic dialogue.	Beta version of the first module of the virtual course on democratic dialogue.	July

<b>Activity Result 6.2</b>	First module of the virtual course on Democratic Dialogue, English version available at the virtual platform.	Start Date: April 1 End Date: June 30
<b>Purpose</b>	Provide a virtual course inside and outside UNDP for raising awareness about dialogue and increasing the understanding on the use of dialogue as a tool to address complex problems, prevent conflicts and empower societal change.	
<b>Description</b>	Launch the first module of the virtual course on Democratic Dialogue, English version.	
<b>Quality Criteria</b> <i>how/with what indicators the quality of the activity result will be measured?</i>	<b>Quality Method</b> <i>Means of verification. what method will be used to determine if quality criteria has been met?</i>	<b>Date of Assessment</b> <i>When will the assessment of quality be performed?</i>
Target audience informed about the availability of the first virtual module on democratic dialogue.	Launching note.	July



<b>Activity Result 6.3</b>	First module of the virtual course on democratic dialogue available in Spanish and French	Start Date: April 1 End Date: September 30
<b>Purpose</b>	Offer the first module of the virtual course on democratic dialogue to Spanish and French-speaking countries.	
<b>Description</b>	Coordinate the translation of the virtual course (first module) to Spanish and French.	
<b>Quality Criteria</b> <i>how/with what indicators the quality of the activity result will be measured?</i>	<b>Quality Method</b> <i>Means of verification, what method will be used to determine if quality criteria has been met?</i>	<b>Date of Assessment</b> <i>When will the assessment of quality be performed?</i>
Pilot of the translated material with Spanish and French-speaking selected practitioners.	Comments from the pilot.	October

<b>Activity Result 6.4</b>	First module of the virtual course on Democratic Dialogue in Spanish and French available at the virtual platform.	Start Date: October 1 End Date: December 30
<b>Purpose</b>	Provide to Spanish and French-speaking audiences a virtual course inside and outside UNDP for raising awareness about dialogue and increasing the understanding on the use of dialogue as a tool to address complex problems, prevent conflicts and empower societal change.	
<b>Description</b>	Launch the first module of the virtual course on Democratic Dialogue in Spanish and French.	
<b>Quality Criteria</b> <i>how/with what indicators the quality of the activity result will be measured?</i>	<b>Quality Method</b> <i>Means of verification, what method will be used to determine if quality criteria has been met?</i>	<b>Date of Assessment</b> <i>When will the assessment of quality be performed?</i>
Target audience informed about the availability of the first virtual module on democratic dialogue in Spanish and French.	Launching note.	December

<b>Activity Result 6.5</b>	Evaluation report on the first module of the virtual course on democratic dialogue in English, Spanish and French.	Start Date: October 1 End Date: December 30
<b>Purpose</b>	Measure the impact of the first module of the virtual course on democratic dialogue and extract inputs for the design of the second module.	
<b>Description</b>	Evaluate the first module on Democratic Dialogue in the 3 languages.	
<b>Quality Criteria</b> <i>how/with what indicators the quality of the activity result will be measured?</i>	<b>Quality Method</b> <i>Means of verification, what method will be used to determine if quality criteria has been met?</i>	<b>Date of Assessment</b> <i>When will the assessment of quality be performed?</i>
Solid document with the evaluation report of the first module on democratic dialogue in the 3 languages is useful for designing the second module.	The document will be presented to key organizers and promoters of the learning journey for their feedback.	December



<b>OUTPUT 7: Design of the virtual course on Democratic Dialogue: second module for UNDP program officers and like-minded practitioners</b>		
<b>Activity Result 7.1</b>	Concept note and contents developed for the second module ("making a case") of the virtual course on democratic dialogue.	Start Date: July 1 End Date: December 30
<b>Purpose</b>	Design a second module of the virtual course on democratic dialogue aimed at UNDP program officials, advisors, professionals, potential dialogue promoters, potential technical secretariats, university students, and participants at workshops for facilitators for providing methodological tools for the practice of dialogue.	
<b>Description</b>	Design the concept and contents of the second module of the virtual course on Democratic Dialogue.	
<b>Quality Criteria</b> <i>how/with what indicators the quality of the activity result will be measured?</i>	<b>Quality Method</b> <i>Means of verification. what method will be used to determine if quality criteria has been met?</i>	<b>Date of Assessment</b> <i>When will the assessment of quality be performed?</i>
Concept note and contents for the second module of the course on democratic dialogue.	The document will be presented to key people for their feedback.	December

<b>OUTPUT 8: Provision of technical assistance to dialogue programs and initiatives through agreements with the COs of Argentina, Bolivia, Chile, Colombia, Ecuador, Guatemala, Mexico and Nicaragua</b>		
<b>Activity Result 8.1</b>	The Country Offices in Argentina, Bolivia, Chile, Colombia, Ecuador, Guatemala, Mexico and Nicaragua received technical support when requested to the Project.	Start Date: January 1 End Date: December 30
<b>Purpose</b>	Support the country offices with tailored technical support for designing, facilitating, systematizing and/or assessing dialogue initiatives.	
<b>Description</b>	Provide on-demand technical support to dialogue programs in the region, especially in Argentina, Bolivia, Chile, Colombia, Ecuador, Guatemala, Mexico and Nicaragua.	
<b>Quality Criteria</b> <i>how/with what indicators the quality of the activity result will be measured?</i>	<b>Quality Method</b> <i>Means of verification. what method will be used to determine if quality criteria has been met?</i>	<b>Date of Assessment</b> <i>When will the assessment of quality be performed?</i>
Country offices received technical support and are satisfied with the results.	Agreements with the Country Offices for technical support.	December

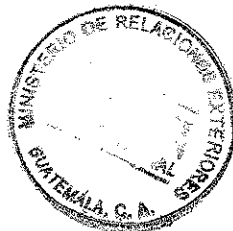
<b>OUTPUT 9: Support to regional processes-projects</b>		
<b>Activity Result 9.1</b>	Support provided to Citizen Security	Start Date: April 1 End Date: December 30
<b>Purpose</b>	Support the initiatives of the Citizen Security project related to consensus-building and conflict prevention.	
<b>Description</b>	Provide support to Citizen Security	
<b>Quality Criteria</b> <i>how/with what indicators the quality of the activity result will be measured?</i>	<b>Quality Method</b> <i>Means of verification. what method will be used to determine if quality criteria has been met?</i>	<b>Date of Assessment</b> <i>When will the assessment of quality be performed?</i>
Support received satisfactorily.	Communications with coordinators/managers involved.	December



<b>Activity Result</b> 9.2	Support provided to Reports on Democracy and Human Rights	Start Date: April 1 End Date: December 30
<b>Purpose</b>	Support the initiatives of Reports on Democracy and Human Rights related to consensus-building and conflict prevention.	
<b>Description</b>	Provide support to Reports on Democracy and Human Rights	
<b>Quality Criteria</b> <i>how/with what indicators the quality of the activity result will be measured?</i>	<b>Quality Method</b> <i>Means of verification. what method will be used to determine if quality criteria has been met?</i>	<b>Date of Assessment</b> <i>When will the assessment of quality be performed?</i>
Support received satisfactorily.	Communications with coordinators/managers involved.	December

<b>Activity Result</b> 9.3	Support provided to the binational dialogue process Ecuador-Colombia	Start Date: January 1 End Date: December 30
<b>Purpose</b>	Support the initiatives of the binational dialogue process Ecuador-Colombia related to consensus-building and conflict prevention.	
<b>Description</b>	Provide support to the binational dialogue process Ecuador-Colombia	
<b>Quality Criteria</b> <i>how/with what indicators the quality of the activity result will be measured?</i>	<b>Quality Method</b> <i>Means of verification. what method will be used to determine if quality criteria has been met?</i>	<b>Date of Assessment</b> <i>When will the assessment of quality be performed?</i>
Support received satisfactorily.	Communications with coordinators/managers involved.	December

<b>Activity Result</b> 9.4	Support provided to the regional project of parliamentary women	Start Date: April 1 End Date: December 30
<b>Purpose</b>	Support the initiatives of the regional project of parliamentary women related to consensus-building and conflict prevention.	
<b>Description</b>	Provide support to the regional project of parliamentary women	
<b>Quality Criteria</b> <i>how/with what indicators the quality of the activity result will be measured?</i>	<b>Quality Method</b> <i>Means of verification. what method will be used to determine if quality criteria has been met?</i>	<b>Date of Assessment</b> <i>When will the assessment of quality be performed?</i>
Support received satisfactorily.	Communications with coordinators/managers involved.	December



<b>OUTPUT 10: Follow-up to countries through monitoring and analysis with PAPEP and Carter Center</b>		
<b>Activity Result</b> 10.1	Follow-up to countries through monitoring and analysis with Papep and the Carter Center	Start Date: January 1 End Date: December 30
<b>Purpose</b>	Join efforts with Papep and the Carter Center for providing valuable information and analysis as input for following-up to countries.	
<b>Description</b>	Follow-up through monitoring and analysis of countries.	
<b>Quality Criteria</b> <i>how/with what indicators the quality of the activity result will be measured?</i>	<b>Quality Method</b> <i>Means of verification. what method will be used to determine if quality criteria has been met?</i>	<b>Date of Assessment</b> <i>When will the assessment of quality be performed?</i>
Follow-up to countries has been enriched with information and analysis provided.	Surveys to recipients of the information and analysis.	June, December

<b>OUTPUT 11: Facilitate a dialogue process between representatives of Colombia and Ecuador</b>		
<b>Activity Result</b> 11.1 - 11.2	One joint-planning process between Colombia and Ecuador carried out	Start Date: January 1 End Date: June 30
<b>Purpose</b>	Carry out one joint-planning process between Colombia and Ecuador.	
<b>Description</b>	Support the Carter Center in the design of the dialogue process in Quito, Bogotá and Atlanta and in collaboration with the TCC, analyze and draw the lessons learned from the Ecuador-Colombia experience.	
<b>Quality Criteria</b> <i>how/with what indicators the quality of the activity result will be measured?</i>	<b>Quality Method</b> <i>Means of verification. what method will be used to determine if quality criteria has been met?</i>	<b>Date of Assessment</b> <i>When will the assessment of quality be performed?</i>
Support received satisfactorily and document with lessons learned proves to be relevant.	Communications with coordinators/managers involved.	July

<b>OUTPUT 12: Organize and systematize a workshop on joint border initiatives</b>		
<b>Activity Result</b> 12.1 - 12.3	A workshop on joint border initiatives carried out and lessons learned are systematized	Start Date: July 1 End Date: September 30
<b>Purpose</b>	Set the bases for designing a project on joint border initiatives in the Region.	
<b>Description</b>	Carry out a workshop on joint border initiatives and systematize the learning.	
<b>Quality Criteria</b> <i>how/with what indicators the quality of the activity result will be measured?</i>	<b>Quality Method</b> <i>Means of verification. what method will be used to determine if quality criteria has been met?</i>	<b>Date of Assessment</b> <i>When will the assessment of quality be performed?</i>
Support received satisfactorily and document with lessons learned proves to be relevant.	Communications with coordinators/managers involved and systematization document.	October





<b>OUTPUT 13: Design a project on joint border initiatives in the region</b>		
<b>Activity Result</b> 13.1 – 13.4	One joint-planning process between Colombia and Ecuador carried out	Start Date: October 1 End Date: December 30
<b>Purpose</b>	A joint border initiative programme is designed for the LAC region.	
<b>Description</b>	Design a joint border initiative programme for the LAC region, prepare the project brief and IP, and send it to PAC.	
<b>Quality Criteria</b> <i>how/with what indicators the quality of the activity result will be measured?</i>	<b>Quality Method</b> <i>Means of verification. what method will be used to determine if quality criteria has been met?</i>	<b>Date of Assessment</b> <i>When will the assessment of quality be performed?</i>
IP implemented in 2008.	Project brief, IP and PAC minutes.	December

<b>OUTPUT 14: Publication and dissemination of knowledge generated through learning journeys and practice</b>		
<b>Activity Result</b> 14.1	Intra-CPL dissemination of case study on Mexico: Towards Democratic Dialogue	Start Date: April 1 End Date: June 30
<b>Purpose</b>	Share with the networks the pilot experience developed in Mexico in 2007 related to the capacity building program for facilitators to support a national dialogue.	
<b>Description</b>	Finish, publish in the website and disseminate the case study on Mexico: Towards Democratic Dialogue	
<b>Quality Criteria</b> <i>how/with what indicators the quality of the activity result will be measured?</i>	<b>Quality Method</b> <i>Means of verification. what method will be used to determine if quality criteria has been met?</i>	<b>Date of Assessment</b> <i>When will the assessment of quality be performed?</i>
Distribution via email, access and file downloads from the Chest of Documents in the website.	Report on downloads and access to the Chest of Documents, and distribution log.	July

<b>Activity Result</b> 14.2	Case study on Multiparty Dialogue in Guatemala: the local context, available at the website in English and Spanish	Start Date: January 1 End Date: March 31
<b>Purpose</b>	Share the case study on multiparty dialogue in Guatemala with Spanish-speaking audiences.	
<b>Description</b>	Translate to Spanish and publish in the website the case study on Multiparty Dialogue in Guatemala: the local context.	
<b>Quality Criteria</b> <i>how/with what indicators the quality of the activity result will be measured?</i>	<b>Quality Method</b> <i>Means of verification. what method will be used to determine if quality criteria has been met?</i>	<b>Date of Assessment</b> <i>When will the assessment of quality be performed?</i>
Distribution via email, access and file downloads from the library and Chest of Documents in the website.	Report on downloads and access to the Chest of Documents, and distribution log.	April



<b>Activity Result</b> 14.3	Disseminated briefing note on Assessment of Democratic Dialogue Processes	Start Date: April 1 End Date: June 30
<b>Purpose</b>	Share the knowledge and learning on the assessment of democratic dialogue processes systematized at the Learning Journey of the Community of Practice hold in January 2006 at the Carter Center.	
<b>Description</b>	End and publish in the website the briefing note on assessment of democratic dialogue processes.	
<b>Quality Criteria</b> <i>how/with what indicators the quality of the activity result will be measured?</i>	<b>Quality Method</b> <i>Means of verification. what method will be used to determine if quality criteria has been met?</i>	<b>Date of Assessment</b> <i>When will the assessment of quality be performed?</i>
Distribution via email, access and file downloads from the library and Chest of Documents in the website.	Report on downloads and access to the Chest of Documents, and distribution log.	July

<b>Activity Result</b> 14.4	Disseminated briefing note on Assessment of the Role of Dialogue in Public Policymaking Processes	Start Date: January 1 End Date: March 31
<b>Purpose</b>	Share the knowledge and learning on the role of dialogue in public policymaking processes systematized at the Learning Journey PNUD-nIMD hold in November 2007.	
<b>Description</b>	Prepare and publish in the website the briefing note on the role of dialogue in public policymaking processes.	
<b>Quality Criteria</b> <i>how/with what indicators the quality of the activity result will be measured?</i>	<b>Quality Method</b> <i>Means of verification. what method will be used to determine if quality criteria has been met?</i>	<b>Date of Assessment</b> <i>When will the assessment of quality be performed?</i>
Distribution via email, access and file downloads from the library and Chest of Documents in the website.	Report on downloads and access to the Chest of Documents, and distribution log.	April

<b>OUTPUT 15: Policy Note on dialogue for decision-makers</b>		
<b>Activity Result</b> 15.1	Disseminated policy note on dialogue for decision-makers	Start Date: April 1 End Date: June 30
<b>Purpose</b>	Prepare a policy note on dialogue to inform decision-makers.	
<b>Description</b>	Identify and select consultant.	
<b>Quality Criteria</b> <i>how/with what indicators the quality of the activity result will be measured?</i>	<b>Quality Method</b> <i>Means of verification. what method will be used to determine if quality criteria has been met?</i>	<b>Date of Assessment</b> <i>When will the assessment of quality be performed?</i>
Distribution via email, access and file downloads from the library and Chest of Documents in the website.	Report on downloads and access to the Chest of Documents, and distribution log.	July



<b>OUTPUT 16: Handbook on Democratic Dialogue available in English, Spanish and French, published and disseminated</b>		
<b>Activity Result 16.1</b>	Available informative brochure about the Handbook on Democratic Dialogue	Start Date: April 1 End Date: June 30
<b>Purpose</b>	Offer an informative brochure about the Handbook on Democratic Dialogue as a quick reference for potentially interested audiences.	
<b>Description</b>	Diagram the prepared document / brochure.	
<b>Quality Criteria</b> <i>how/with what indicators the quality of the activity result will be measured?</i>	<b>Quality Method</b> <i>Means of verification. what method will be used to determine if quality criteria has been met?</i>	<b>Date of Assessment</b> <i>When will the assessment of quality be performed?</i>
Brochure about the Handbook on Democratic Dialogue.	The brochure will be presented to key people for their feedback.	July

<b>Activity Result 16.2</b>	Disseminated informative brochure about the Handbook on Democratic Dialogue	Start Date: April 1 End Date: June 30
<b>Purpose</b>	Disseminate the brochure to raise interest on the Handbook on Democratic Dialogue.	
<b>Description</b>	Disseminate the brochure.	
<b>Quality Criteria</b> <i>how/with what indicators the quality of the activity result will be measured?</i>	<b>Quality Method</b> <i>Means of verification. what method will be used to determine if quality criteria has been met?</i>	<b>Date of Assessment</b> <i>When will the assessment of quality be performed?</i>
Distribution via email, access and file downloads from the library and Chest of Documents in the website.	Report on downloads and access to the Chest of Documents, and distribution log.	July

<b>Activity Result 16.3</b>	Handbook on Democratic Dialogue fully disseminated	Start Date: January 1 End Date: December 30
<b>Purpose</b>	Increase the distribution coverage of the Handbook on Democratic Dialogue.	
<b>Description</b>	Continue with the implementation of the dissemination strategy of the Handbook on Democratic Dialogue, English version.	
<b>Quality Criteria</b> <i>how/with what indicators the quality of the activity result will be measured?</i>	<b>Quality Method</b> <i>Means of verification. what method will be used to determine if quality criteria has been met?</i>	<b>Date of Assessment</b> <i>When will the assessment of quality be performed?</i>
Distribution via email and courier, access and file downloads from the library and Chest of Documents in the website.	Distribution log.	December



<b>Activity Result 16.4</b>	Handbook on Democratic Dialogue available in English, Spanish and French	Start Date: April 1 End Date: December 30
<b>Purpose</b>	Make the Handbook on Democratic Dialogue usable for Spanish and French-speaking audiences.	
<b>Description</b>	Translate, diagram, publish and disseminate the Handbook on Democratic Dialogue in Spanish and French.	
<b>Quality Criteria</b> <i>how/with what indicators the quality of the activity result will be measured?</i>	<b>Quality Method</b> <i>Means of verification. what method will be used to determine if quality criteria has been met?</i>	<b>Date of Assessment</b> <i>When will the assessment of quality be performed?</i>
Distribution via email and courier, access and file downloads from the library and Chest of Documents in the website.	Distribution log.	December

<b>OUTPUT 17: Regular external communications including InfoDiálogo and dissemination of knowledge and products from learning journeys</b>		
<b>Activity Result 17.1</b>	Dissemination of three issues of the e-bulletin InfoDiálogo in Spanish and English, including information and promotion of capacity building activities and products	Start Date: April 1 End Date: December 30
<b>Purpose</b>	Keep the networks and audiences regularly informed about the activities and products of the Project.	
<b>Description</b>	Prepare and distribute at least 3 issues of the e-bulletin InfoDiálogo in Spanish and English, including information and promotion of capacity building activities and products.	
<b>Quality Criteria</b> <i>how/with what indicators the quality of the activity result will be measured?</i>	<b>Quality Method</b> <i>Means of verification. what method will be used to determine if quality criteria has been met?</i>	<b>Date of Assessment</b> <i>When will the assessment of quality be performed?</i>
The quarterly issues of InfoDiálogo are sent to the distribution list and uploaded to the website specific area.	Distribution log of InfoDiálogo.	July, December

<b>Activity Result 17.2</b>	Dissemination of knowledge and systematized learning of the Project and the Community of Practice	Start Date: January 1 End Date: December 30
<b>Purpose</b>	Keep the networks and audiences informed about knowledge created and learning systematized by the Project and the Community of Practice and Learning.	
<b>Description</b>	Disseminate knowledge and systematized learning of the Project and the Community of Practice and Learning.	
<b>Quality Criteria</b> <i>how/with what indicators the quality of the activity result will be measured?</i>	<b>Quality Method</b> <i>Means of verification. what method will be used to determine if quality criteria has been met?</i>	<b>Date of Assessment</b> <i>When will the assessment of quality be performed?</i>
Access and file downloads from the library and Chest of Documents in the website.	Report on downloads and access to the Chest of Documents.	Every 6 months



**OUTPUT 18: Regular external communications including the internal bulletin of the Community of Practice and Learning, weekly and bimonthly news reports on Bolivia, Colombia, Ecuador, Guatemala, Haiti, Mexico, Nicaragua and Venezuela, and annual analysis reports of the Observatory for selected countries**

<b>Activity Result 18.1</b>	Dissemination of six internal bulletins for members of the Community of Practice and Learning.	Start Date: February 1 End Date: December 30
<b>Purpose</b>	Keep the Community of Practice and Learning regularly informed about the activities and contributions of its members.	
<b>Description</b>	Prepare and distribute 6 internal bulletins to the Community of Practice and Learning.	
<b>Quality Criteria</b> <i>how/with what indicators the quality of the activity result will be measured?</i>	<b>Quality Method</b> <i>Means of verification. what method will be used to determine if quality criteria has been met?</i>	<b>Date of Assessment</b> <i>When will the assessment of quality be performed?</i>
The internal bulletins are sent to the Community of Practice and Learning members and uploaded to the website specific area.	Distribution log of the Community of Practice and Learning bulletins and downloads from the website.	April, July, December

<b>Activity Result 18.2</b>	Dissemination of news reports of Bolivia, Colombia, Ecuador, Guatemala, Haiti, Mexico, Nicaragua and Venezuela	Start Date: January 1 End Date: December 30
<b>Purpose</b>	Provide the networks with news on the current situation of several countries in the region as inputs for their own practice.	
<b>Description</b>	Prepare and distribute weekly and bimonthly country-news reports on selected countries.	
<b>Quality Criteria</b> <i>how/with what indicators the quality of the activity result will be measured?</i>	<b>Quality Method</b> <i>Means of verification. what method will be used to determine if quality criteria has been met?</i>	<b>Date of Assessment</b> <i>When will the assessment of quality be performed?</i>
The news reports are timely sent to the networks and uploaded to the website specific area.	Distribution log of the news reports and survey report.	June, December

<b>Activity Result 18.3</b>	Dissemination of the annual reports of the Observatory for selected countries	Start Date: January 1 End Date: December 30
<b>Purpose</b>	Provide the networks and audiences information and analysis on the main events during the past year in selected countries as input for their own practice.	
<b>Description</b>	Prepare and send the annual reports of the Observatory for selected countries.	
<b>Quality Criteria</b> <i>how/with what indicators the quality of the activity result will be measured?</i>	<b>Quality Method</b> <i>Means of verification. what method will be used to determine if quality criteria has been met?</i>	<b>Date of Assessment</b> <i>When will the assessment of quality be performed?</i>
The annual Observatory reports are timely sent to the networks and uploaded to the website specific area.	Distribution log of the annual reports and survey report.	March



<b>OUTPUT 19: Promotion of the Community of Practice including recruitment of new practitioners and institutions</b>		
<b>Activity Result 19.1</b>	Annual meeting of the Project and associated report	Start Date: November 1 End Date: December 30
<b>Purpose</b>	Assess the annual work, consolidate support to country offices and define the strategy for 2009.	
<b>Description</b>	Annual meeting of the Project to consolidate support provided to Country Offices and define the strategy for 2009.	
<b>Quality Criteria</b> <i>how/with what indicators the quality of the activity result will be measured?</i>	<b>Quality Method</b> <i>Means of verification. what method will be used to determine if quality criteria has been met?</i>	<b>Date of Assessment</b> <i>When will the assessment of quality be performed?</i>
The Project's team and its partners count with a clear assessment of the work done and inputs for future activities.	Evaluation form and distribution log of the report.	December

<b>Activity Result 19.2</b>	Updated Concept Note on the Networks of the Project	Start Date: January 1 End Date: December 30
<b>Purpose</b>	Have a clear concept and updated status of the Project's networking.	
<b>Description</b>	Prepare and keep updated a Concept Note on the Networks of the Project (Community of Practice and Learning)	
<b>Quality Criteria</b> <i>how/with what indicators the quality of the activity result will be measured?</i>	<b>Quality Method</b> <i>Means of verification. what method will be used to determine if quality criteria has been met?</i>	<b>Date of Assessment</b> <i>When will the assessment of quality be performed?</i>
The team has a clear concept of the Project's networking.	Surveys to the Project's team.	June, December

<b>OUTPUT 20: The website as a live public and private space</b>		
<b>Activity Result 20.1</b>	Maintain the website operating and updated	Start Date: January 1 End Date: December 30
<b>Purpose</b>	Maintain the website updated and operating as the base for the communications strategy of the project.	
<b>Description</b>	The website of the project, with a present average of 59,000 visitors per year will be continuously maintained and updated for promoting and supporting the capacity building and networking activities.	
<b>Quality Criteria</b> <i>how/with what indicators the quality of the activity result will be measured?</i>	<b>Quality Method</b> <i>Means of verification. what method will be used to determine if quality criteria has been met?</i>	<b>Date of Assessment</b> <i>When will the assessment of quality be performed?</i>
The website is up and running permanently	Website administration log	Continuously
The average of annual visitors is kept –at least- at 59,000	Website statistics monthly review and report	Monthly



## VII. RISK

The activities planned for this year, depend on the political and social situation of each country served. Therefore, responses to demands may vary from what has been planned, for they should be tailored to each specific national situation and context, and evolve according to social, political and economic conditions. (See *Offline Risk Log in Annex 1*)

## VIII. LEGAL CONTEXT

***If the country has signed the Standard Basic Assistance Agreement (SBAA), the following standard text applies:***

This project document shall be the instrument referred to as such in Article 1 of the SBAA between the Government and UNDP.

Consistent with the Article III of the Standard Basic Assistance Agreement, the responsibility for the safety and security of the executing agency and its personnel and property, and of UNDP's property in the executing agency's custody, rests with the implementing partner.

The executing agency shall:

- a) put in place an appropriate security plan and maintain the security plan, taking into account the security situation in the country where the project is being carried;
- b) assume all risks and liabilities related to the executing agency's security, and the full implementation of the security plan.

UNDP reserves the right to verify whether such a plan is in place, and to suggest modifications to the plan when necessary. Failure to maintain and implement an appropriate security plan as required hereunder shall be deemed a breach of this agreement.

The executing agency agrees to undertake all reasonable efforts to ensure that none of the UNDP funds received pursuant to the Project Document are used to provide support to individuals or entities associated with terrorism and that the recipients of any amounts provided by UNDP hereunder do not appear on the list maintained by the Security Council Committee established pursuant to resolution 1267 (1999). The list can be accessed via <http://www.un.org/Docs/sc/committees/1267/1267ListEng.htm>. This provision must be included in all sub-contracts or sub-agreements entered into under this Project Document.

***If the country has not signed the SBAA, the following standard text applies:***

The project document shall be the instrument envisaged in the Supplemental Provisions to the Project Document, attached hereto.

Consistent with the above Supplemental Provisions, the responsibility for the safety and security of the executing agency and its personnel and property, and of UNDP's property in the executing agency's custody, rests with the executing agency.

The executing agency shall:

- a) put in place an appropriate security plan and maintain the security plan, taking into account the security situation in the country where the project is being carried;
- b) assume all risks and liabilities related to the executing agency's security, and the full implementation of the security plan.



UNDP reserves the right to verify whether such a plan is in place, and to suggest modifications to the plan when necessary. Failure to maintain and implement an appropriate security plan as required hereunder shall be deemed a breach of this agreement.

The executing agency agrees to undertake all reasonable efforts to ensure that none of the UNDP funds received pursuant to the Project Document are used to provide support to individuals or entities associated with terrorism and that the recipients of any amounts provided by UNDP hereunder do not appear on the list maintained by the Security Council Committee established pursuant to resolution 1267 (1999). The list can be accessed via <http://www.un.org/Docs/sc/committees/1267/1267ListEng.htm>. This provision must be included in all sub-contracts or sub-agreements entered into under this Project Document.

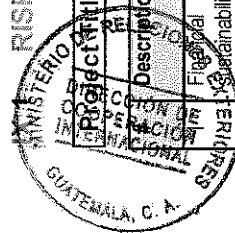
All the equipment and goods inventoried to Projects RLA-001/004-12767 and 41399 will automatically be transferred to the Project created under the new award.





IX. ANNEXES

RISK ANALYSIS -- Initial Risk Log



REGIONAL PROJECT ON DEMOCRATIC DIALOGUE

Award ID: 49728

Date: March 18, 2008

Description	Date Identified (starting date)	Type	Impact & Probability	Countermeasures / Mngt response	Owner	Submitted, updated by	Last Update	Status
<p>2 Transition between the previous project and the new project under UNDP1</p>	<p>Since inception (starting date)</p>	<p>Financial</p>	<p>The lack of funding will limit the implementation of the project's activities. Also, unsure funding, limited to one year will prevent the project from developing strategic activities that are more long-term. The amount of TRAC given to RP will go decreasing so the contracts of the central team are less secured. P = 3 I = 5</p>	<p>Multi-donor resource mobilization strategy Prepare multi-year funding proposals to donors Partnership with BCPR MOU with Country Offices to mobilize resources at the local level Annual contracts with secured funding should be the priority in assigning funds in each annual work plan Only activities that have received secure funding should be carried out. The project will prepare a global report for the period it was active Particular attention will be brought to the financial report for the period 2001-2007 A lessons learned document will also be prepared so the new project learn from past management</p>	<p>ATP</p>	<p>Who submitted the risk  (In Atlas, automatically recorded)</p>	<p>When was the status of the risk last checked  (In Atlas, automatically recorded)</p>	<p>e.g. dead, reducing, increasing, no change  (in Atlas, use the Management Response box)</p>
<p>3 Unclear management and monitoring of the project between RBLAC/ CO and the regional project</p>	<p>Since inception (starting date)</p>	<p>Operational</p>	<p>A long closure of the project will impact the transparency of the management of funds between the two projects, especially in 2008. It could also impact the availability of funds in the project in case funds are saved for unplanned adjustments P = 3 I = 2 The unclear division of responsibilities in terms of management and monitoring will impact the overall transparency / effectiveness in delivering goods and services. P = 3 I = 4</p>	<p>RBLAC will clarify the roles and responsibilities among CO / RP / RBLAC Only a minimum of agents should be involved in the preparation and approval of budget revisions / adjustments and any other financial management and monitoring of the project The regional team will have access to Atlas to monitor the project in the system</p>	<p>RBLAC</p>			

#	Description	Date Identified	Type	Impact & Probability	Countermeasures / Mngt response	Owner	Submitted, updated by	Last Update	Status
4	Delay in the selection of the New Project Director	Since inception (starting date)	Organizational	The delay in the selection of the new Project Director may limit the strategic vision of the project and the good functioning of the project's team.  P= 2 I = 3	The selection of the new project director should take place as early as possible  In the meantime, RBLAC should provide strategic guidance to the project  The Director ad interim should remain in place until the new Project director is selected.  Very regular communications flow should take place between the Project's team and RBLAC	RBLAC			
5	The project works in conflictive/ volatile contexts	Since inception (starting date)	Political	The volatile or complicated contexts in which the project operates can limit the implementation of planned activities and requires a constant and careful monitoring of political/ social and economic conjunctures.  P = 4 I = 5	The project will work with the regional project PAPEP and the TCC to get continuous and updated political and social analysis on the countries in which it operates  The project will work in close collaboration with the CO to study the best entry points, contexts, partners and strategic actors for the project to develop its interventions  The project will develop conflict – sensitive activities	ATP			
6	Lack of strategic guidance for the 4 year period	Since inception (starting date)	Strategic	The lack of strategic vision could limit the impact of the project and reduce its activities to short-termed interventions.  It could consequently reduce the overall impact of the project.  P:2 I: 5	The selection of the new project director  Constant communication with RBLAC  Use the RPD and SP as reference				



## IX.2 BACKGROUND OF THE DEMOCRATIC DIALOGUE PROJECT: 2001-2007

In 2001, the UNDP RBLAC (Regional Bureau for Latin America and the Caribbean) established the Democratic Dialogue Project based in Guatemala. Since then, the project has constituted an active service instrument to dialogue initiatives requested by national governments to UNDP Country Offices in Latin America and the Caribbean. It develops, disseminates and applies diverse social technologies to support conflict prevention and governance strengthening efforts. It compiles and systematizes experiences, lessons learned and good practices, provides specific technical advice to country needs supported by a network of dialogue practitioners, and establishes partnerships with other regional and world institutions committed to democratic dialogue. Within the UN system, the project's strategy has received the strong support of BDP and more recently BCPR.

During its initial phase (2001-2003), the primary purpose of the Project was to systematize experiences, lessons learned and good practices of dialogue processes carried out or under way mainly in the Latin American and Caribbean region. Case studies and learning histories were prepared about Visión Guatemala, Visión Paraguay, Vision Jamaica, the Tri-Sectorial Approach in Philippines, the Mont Fleur Scenarios in South Africa, Argentine Dialogue, Peruvian National Agenda, Bambito Dialogues I, II and III in Panama, Destino Colombia, and Multiparty Dialogue in Guatemala. Furthermore, around 40 short dialogue experiences, mainly in the Latin American region, were mapped. With inputs from its network of dialogue practitioners, the Project produced a Dialogue Typology based on contexts and results, which contributed to the definition of the field of study. Additionally, methodological guidelines to systematize new experiences and case studies were developed.

All these efforts to create collective knowledge were channeled through learning workshops that gathered around 65 dialogue practitioners (facilitators, promoters, leaders, public officers, UNDP Resident Representatives) working together to develop both concepts and practical tools for democratic dialogue.

In 2003, the democratic dialogue network was expanded to include some of the most prominent organizations working in the field of democratic dialogue to share and build new knowledge and to put together a Community of Practice on democratic dialogue. The Project has supported the efforts of RBLAC to establish partnerships and alliances with like-minded organizations engaged in the growing field of democratic dialogue, around the common goal of improving the effectiveness of dialogue efforts. The Community of Practice on Democratic Dialogue seeks to create a space for the establishment and expansion of a network of organizations that share a passion for dialogue and who wish to deepen their knowledge and expertise in this subject by meeting on a regular basis. At present, the following organizations are members of the Community of Practice:

- Bureau for Crisis Prevention and Resolution of the UNDP (BCPR)
- Bureau for Development Policy of the UNDP (BDP)
- Canadian International Development Agency (CIDA)
- Department of Political Affairs of the United Nations (DPA)
- Generative Dialogue Project (GDP)
- Global Leadership Initiative (GLI)
- IDEA International
- Inter-American Foundation (IAF)
- International Institute for Sustainable Dialogue (IISD)
- Interpeace (formerly WSP International)



Mediators Foundation  
Netherlands Institute for Multiparty Democracy (nIMD)  
Organization of American States  
Oslo Governance Center of the UNDP  
The Carter Center  
Third Side Network  
University for Peace  
Wageningen University

All these institutions played an important role in the initiative during the consolidation period, and their involvement with this effort shows the broadening of UNDP's commitment to democratic dialogue beyond the Latin American and Caribbean region.

During 2004-2007, the Project's priorities were centered on the preparation of a Handbook on democratic dialogue for dialogue practitioners, which was finished and published, the construction of a Network to provide substantive support to dialogue processes in the region, the consolidation of the Community of Practice, and continued knowledge creation and codification in the field. The Project provided responses to technical support and capacity building demands coming from several countries: Argentina, Bolivia, Ecuador (including Galapagos), Guatemala, Haiti, Jamaica, Mexico, Nicaragua and Saint Kitts and Nevis. The Project also strengthened its communications strategy focused inside and outside UNDP to disseminate all the knowledge accumulated during the past years. Within the framework of this strategy, a Strategic Outlook and a Policy Note on Democratic Dialogue were prepared, a website was developed<sup>1</sup> and launched, and a quarterly electronic bulletin was published. Several other dissemination activities were carried out in order to strengthen the link of the Project with the broaden community of practitioners, stakeholders and like-minded institutions.

With the publication of the Handbook on Democratic Dialogue aimed at dialogue practitioners worldwide in March 2007, the regional project increased its emphasis on building/development dialogic capacities for societal leaders, not only throughout the region but also globally. The above-mentioned virtual course on Democratic Dialogue, which was based on the Handbook, was prepared in partnership with BCPR and LRC/VDA, and several activities for capacity building on dialogic approaches were carried out in Bolivia, Guatemala and Mexico through on-site training and learning processes.

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<sup>1</sup> Available at: [www.democraticdialoguenetwork.org](http://www.democraticdialoguenetwork.org), both in English and Spanish.



The first part of the document discusses the importance of maintaining accurate records of all transactions. It emphasizes that every entry, no matter how small, should be recorded to ensure the integrity of the financial statements. This includes not only sales and purchases but also expenses and income.

In the second section, the author details the various methods used to collect and analyze data. This involves a combination of direct observation, interviews, and the use of specialized software tools. The goal is to gather comprehensive information that can be used to identify trends and make informed decisions.

The third section focuses on the challenges faced during the data collection process. One major challenge is ensuring the accuracy and reliability of the data. This requires a high level of attention to detail and a commitment to ethical standards. Another challenge is the time and resources required to complete the data collection process.

Finally, the document concludes with a summary of the key findings and recommendations. It highlights the importance of ongoing monitoring and evaluation to ensure that the data collection process remains effective and efficient. The author also provides suggestions for future research and improvements.