



To: Ms. Rebeca Grynspan *Rebeca Grynspan* 29 April 2011
 Associate Administrator

Through: Judith Karl, Director *Judith Karl*
 Operations Support Group
 Cleared: Abdul Hannan
 Programme Adviser, OSG

From: Terese Goodman, Programme Specialist *Terese Goodman*
 Operations Support Group
on return 5 May 2011

Subject: Request for Approval of Extension of Direct Implementation

Bureau: Regional Bureau for Latin America and the Caribbean

Project: Support to Spain-UNDP Trust Fund, Towards Integrated and Inclusive Development

BASIC INFORMATION	
<i>Dates of extension of authorization</i>	26 April 2011 through 31 March 2012
<i>Reason for Extension</i>	<p>The overall strategy of the Trust Fund will be to continue to complement efforts in the region to reduce poverty and inequality, to strengthen and consolidate democratic governance and to support initiatives on crisis prevention and recovery. During this next extension period, concrete actions and products will be delivered from reports to forums, training programmes and support to capacity and knowledge development.</p>
<i>Evaluation</i>	<p>OSG and CDG/BDP had advised RBLAC in 2010 of the need for an independent evaluation, or equivalent, as a basis for the continuation of the project. A mid-term evaluation of the Regional Programme in Latin America and the Caribbean included an evaluation of the Spain-UNDP Trust Fund (2008-2010). The government of Spain granted US\$10 million to the Fund for the first year. Given the positive results achieved, the amount has now reached US\$62.6 million (including GMS) for the period up to October 2010. Conclusions from the evaluation include:</p> <ol style="list-style-type: none"> 1. The Fund more than achieved the results expected at the time of its creation. 2. The programme achieved the right balance between national projects and regional initiatives. The UNDP Regional Programme constituted a viable programming framework, ensuring results, transparency and accountability. It also benefitted from the Regional Programme areas of intervention not prioritized by the Fund, including Environment and Energy and cross-cutting areas such as knowledge management, capacity development and HIV/Aids. 3. The programme worked upstream in high-level political dialogue and also



	<p>downstream benefitting many new actors, journalists, private sector, civil society organizations, women networks, indigenous youth, Afro-descendant communities and university students.</p> <p>4. The Regional Service Centre facilitated processes with efficient implementation modalities, supervision, knowledge management and services.</p> <p>5. The Trust Fund programme benefitted from an excellent communications strategy, which raised the profile and visibility of the Spain-UNDP partnership in the region.</p>
JUSTIFICATIONS	
<i>Justification for DIM</i>	<p>Given the effective coordination required among various actors in the region, including UN agencies, civil society and institutions, and the many countries involved, as well as UNDP's credibility and neutrality, direct implementation would be advisable. UNDP RBLAC has the necessary capacity (technical and administrative) to support the project.</p>
DECISION	
<i>Approval recommended</i>	<p>OSG recommends approval to extend Direct Implementation for this project from 26 April 2011 through 31 March 2012.</p>



Interoffice Memorandum

To: Ms. Rebeca Grynspan
Associate Administrator Date: 21 April 2011

From: Niky Fabiancic
Deputy Assistant Administrator and Deputy Director
Regional Bureau for Latin America and the Caribbean Extension: 5402

Subject: Request for extension of DEX authorization for
Regional Project "Support to Spain-UNDP Trust Fund,
Towards Integrated and Inclusive Development"
ATLAS # 00046620- DEX
from April 26th, 2011 until March 31th, 2012

Brief Description and Results Achieved until March 2011

The main objectives of the Project "Support to Spain-UNDP Trust Fund, *"Towards Integrated and Inclusive Development"* are to complement efforts in Latin America and the Caribbean to reduce poverty and inequality - in line with the achievement of the Millennium Development Goals, and to strengthen and consolidate democratic governance in the region.

To achieve these outcomes the project provides direct support to the implementation of projects developed under the Spanish Agency for International Cooperation and Development (AECID) Spain-UNDP Trust Fund "Towards Integrated and Inclusive Development in Latin American and the Caribbean." Such support is granted both administratively and technically. Moreover, this project contributes to the development of regional initiatives resulting from this joint initiative.

Most of the work has revolved around the original thematic areas of poverty and inequality reduction, democratic governance and crisis prevention and recovery. The project has been in execution from March 2007 until the present and has had the following main achievements in 2010:

A. Poverty and inequality reduction and MDGs achievement:

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- The 3rd Strategic Social Forum was held on February 22nd and 23rd, 2010 in New York with participation of 37 ministers and officials in charge of social affairs, representing 17 countries throughout Latin America. Muhammad Yunus inaugurated the Forum, focused on the discussion of social policy innovations to respond to the economic crisis. A publication is being prepared with all the works presented at the Forum.
- The Iberoamerican network of University Volunteering towards the social inclusion (REDIVU) continued its work towards the promotion of the active role of civil society in social inclusion and MDG achievement policies. Two seminars on strategic planning and management of university volunteering projects were developed with the participation of 43 of the 62 universities members of the network.



- A first draft of the **Regional Report on MDGs achievement** and the implication in human development in LAC was finalized and disseminated to encourage debate and discussion.
- The **Network of Universities for Corporate Social Responsibility (CSR) REDUNIRSE** continued its work on training professors from universities in how to teach these topics and the course work has been incorporated into the universities' permanent curricula. REDUNIRSE ended 2010 with 212 universities formally affiliated to the network and 246 professors trained.
- The **Regional Human Development Report on Inequality** was published and launched and also were carried out efforts towards the dissemination and promotion of the Subregional Human Development Reports for MERCOSUR on Youth and Vulnerability and for Central America on Citizen Security.

C. Strengthening of democratic governance:

- The **II Regional Report on Democracy in Latin America** was published and launched, in a joint alliance with OAS. The report received ample media coverage and was disseminated through community radio programs to most vulnerable people in 10 countries (a 22 million potential audience, mostly poor and rural). It has widened debate over the challenges to democracy in the region.
- In July 2010, the TF supported the XX General Assembly of the Organization of Latin American and Caribbean Supreme Audit Institutions (OLACEFS).
- As a part of the **Network of Research Centers**, a book on "Markets, the State and the dynamics of Inequality" was published in collaboration with Brookings Institution, containing case studies produced for Brazil, Chile, México, Guatemala and Uruguay.
- **New leadership's development.** In 2010, four seminars for Youth Indigenous People were organized in Guatemala, Mexico, Paraguay and Equator, with the aim of promoting a development program among young social and political leaders; a similar seminar for Youth Afrodescendants were developed in Equator. This initiative also includes the Amartya Sen Program "100 jóvenes por un desarrollo con ética", aimed at training the best recently graduated young people in the areas of management and economics in order to offer them the tools in management, development, public policies, democratic governance, ethics and economy.
- Support to the **Virtual School for Latin America and the Caribbean** was provided to enhance its offering of virtual courses on human development, governance, gender and citizen security.
- Four countries (El Salvador, Dominican Republic Economic, Colombia and Paraguay) were supported through technical assistance, facilitation and capacity development to Economic and Social Councils and participative fora on public policies to strengthen **Social Dialogue and Concertation** among national actors.
- **Support of women parliamentarians** promoted legislative agendas on gender equality in El Salvador, Argentina, Uruguay, and Panama. In Uruguay and El Salvador there was significant progress towards State reform with a gender perspective. A **Network of Indigenous Women Parliamentarians** and



Ministers was created with UN /AECID support. The Council of Ministers for Women's Affairs of Central America capacities was strengthened.

- National Capacities for political analysis and participation in decision-making were reinforced in 13 countries (PAPEP).
- Public institutions in seven countries improved capacities for transparency and accountability through SIGOB support by implementing management systems. Stakeholders publicly acknowledged positive impacts on: monitoring public investment in El Salvador as well as reporting to the National Assembly and the Salvadoran citizens; strengthening strategic management and monitoring public policies by national (Presidency of Brazil, Ministry of Justice in Argentina) and Subnational governments (Government of Cesar, Cartagena, Colombia; Government of Chaco, Argentina; Mexico City, Mexico), as well as improving transparency and accountability, and monitoring public expenditures in the Dominican Republic. South-South cooperation increased impact through networking among public institutions.
- At the local level, TRAALOG has supported catalytic and innovative actions for improving local accountability and transparency in Colombia, Mexico, El Salvador, Dominican Republic and Bolivia.

C. Crisis Prevention and Recovery:

- In the scope of the regional project for **Citizen Security in Central America** (developed in alliance with SG SICA), it was achieved a good rate of the implementation of a strategy in order to advance on the prevention and social insertion of minors in social risk and/or in conflict with the law. In terms of the mobilization of the organisms, it has been possible at the technical level. Moreover, points of contact and convergence agencies that support the work of prevention of violence in Central America have been contacted. In terms of the strategy to enhance the knowledge management and governance of the security system in CA, the knowledge fair and its related activities were developed successfully. In the CS Knowledge Fair 41 agreements of cooperation were signed and more than 25 experiences were shared, contributing to the improvement of citizen security in the region.

As described above, the project's continued activities are responding to the demands generated in the region and the Trust Fund fully adheres to the framework of the third regional cooperation framework of the Regional Bureau for Latin America and the Caribbean. Further detail is specified in the 2011 Work Plan (attached).

Objectives of the Project until March 31st 2012

The project solicits an extension from April 26th 2011 until March 31th 2012. The overall strategy of the Trust Fund will be to continue to complement efforts in the region to reduce poverty and inequality and to strengthen and consolidate democratic governance, as well to support initiatives on crisis prevention and recovery, partnering with civil society, private sector, and government actors. In the coming year, additional innovative initiatives will be pursued in order to achieve the Trust Fund's main objective of integrated and inclusive development. An extension is requested due to the following concrete actions and products that will be delivered in Latin America and the Caribbean:

- A. Poverty reduction, inequality and MDGs:
 - Organization of the 4th Strategic Social Forum.



- REDIVU's Executive Secretariat will be transferred to a Latin-American University (Universidad Autónoma de Sinaloa) which will continue its work in alliance with UNV and the Universidad Autónoma de Madrid.
- The Regional Human Development Report on inequality will be promoted and MERCOSUR subregional report on youth and vulnerability and the Central American subregional report on security will also be promoted.
- Corporate Social Responsibility will be disseminated throughout the region's universities with the solidification of the University Network for Corporate Social Responsibility and the offer of virtual training-of-trainers courses.

B. Strengthening of democratic governance:

- *Regional Report on Democratic Governance and Socio-Economic Democratization* will be disseminated and *Regional Report on the State in LAC* will be completed and published.
- *Development of Young Leadership* will be strengthened with training programs on inclusive human development for youth leaders within indigenous and afrodescendants communities. Networks and organizations of youth indigenous and afrodescendants peoples will be promoted and strengthened and analysis and advocacy for their rights and the elimination of discrimination developed.
- *Promotion of Dialogue and Deliberation* will be pursued via capacity building of strategic development actors at the national and local levels, training workshops, and technical assistance in dialogue processes.
- Knowledge for *gender* advocacy will continue to be developed on *parliaments* and diversity and coordination on women's participation will continue to be encouraged. Support of women parliamentarians to promote legislative agendas on gender equality will also be provided.
- A report on regional and sub-regional governance scenarios will be developed and consolidation and/or establishment of national capacities for political and prospective analysis will be supported at least in 3 countries of the region.
- Support to ministries of foreign affairs from LAC will be provided in order to develop and strengthen their capacities.
- Management capacity of Governments in LAC will be strengthen through the implementation of Management Systems.
- Capacity to promote transparency and accountability initiatives, policies and mechanisms will be enhanced in at least 3 countries of the region.

C. Crisis Prevention and Recovery:

- Support to SICA's Citizen Security Strategy for Central America will continue to be provided.



- Preliminary work for the Regional Human Development Report on Citizen (In) Security will be developed and partners for specific outputs contacted.

Important remarks on the Spain-UNDP Trust Fund

The DEX extension requested covers the 2011 annual work plan for the regional initiatives of the TF, agreed with the donor. In this sense it is important to remark that the outcomes set for the TF with the donor are based on a multiyear achievement. So, for 2011, we are only considering activities that in addition to the ones developed in 2007, 2008, 2009, 2010 and the ones which would be developed in 2011, 2012 and so on (the TF has not established a duration), will contribute to achieve specific outcomes and outputs. Nevertheless, we have already set specific targets for 2011, linked to the RBLAC's ERBM platform.

Regarding to the strengthening of capacities of national and regional partners, the baseline is similar. Most of the regional initiatives of the TF include the capacity building of partners as a cross-cutting issue, as it is part of its future sustainability. In this sense, some of the activities planned strongly contribute to develop this capacities, for instance, in Corporate Social Responsibility, we are strengthening the capacity of "Centro Nacional de Responsabilidad Social Empresarial - CENARSECS" to continue supporting the Network of universities with capacities on CSR, once the TF concludes its support. As an example, in 2011 we plan to transfer the Executive Secretariat of REDIVU (previously held by the TF) to a Latin-American university (specifically the Universidad Autónoma de Sinaloa).

We have also some initiatives awareness-raising and /or advocacy based, that contribute to develop specific capabilities like analysis, informed dialogue, deliberation, and concertation (consensus building) among participants and key actors of social development.

In 2010 a TF's evaluation was carried out as part of the Mid-Term Evaluation of the Regional Program in Latin America and the Caribbean. Attached to the 2010 Progress report you can find a copy of the specific chapter developed for the TF which concludes that "*The Spain-UNDP Trust Fund is a strategic instrument of Spanish cooperation in Latin America. The Fund more than achieved the results expected at the time of its creation as a Permanent Fund for an integrated and inclusive development in Latin America*". Its recommendations will be shared within the Steering Committee of the TF in order to take action for improve the TF's performance; but most part of them have been already taken into consideration for the 2011 AWP (as the full alignment of the TF with RBLAC's strategic objectives for the regional programme).

Justification for Direct Execution

On March 27th, 2007, the Associate Administrator approved the Direct Execution for this project (please see OSG#722 8-8-2007). The justification for the extension is as follows:

- 1.) This project responds directly to the institutional priorities, expressed jointly by both AECID UNDP's strategic plans, to reduce poverty and inequality and deepen democratic governance in the Latin-American region. A DEX authorization is needed in order to provide technical and administrative support in the implementation of this common agenda.
- 2.) Such political alignment between these actors and the high-level political and technical debates that will include the AECID, UNDP and the LAC region highlights the need for UNDP to manage the project to ensure effective delivery. The past year's success under DEX authorization reinforces the need to continue the successful delivery of proposed outcomes.



- 3.) The success of the project will depend on the coordination of the individual initiatives and projects that will take off under the umbrella of the Spain-UNDP trust fund as well as the support we are able to garner from a number of regional and national actors in the region.
 - a. Coordination is required among numerous countries, as well as between both regional and national initiatives.
 - b. Coordination is also required among prestigious institutions in the region, UN agencies, and civil society actors.
- 4.) UNDP has a unique comparative advantage in building networks amongst leading institutions in the economic and political spheres across the Latin American and Caribbean community, which is a core activity throughout the life of the Trust Fund. The credibility and neutrality of the UNDP is key in supporting these strategic alliances.
- 5.) In line with Donor expectations and to ensure continued results, rigorous monitoring of Trust Fund activities is essential; which necessitates the UNDP execution.

Direct Execution by UNDP RBLAC is thus advisable, since it has the credibility, the capacity (technical and administrative) and the necessary networking resources to carry out the consultations with experts and practitioners throughout the region.

Consequently, I would appreciate your authorization to extend direct execution of this project from from April 26th 2011 until March 31th 2012.

Thank you.

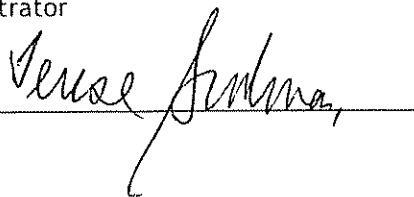
Best regards.

Attached: Former DEX request, Project Document, Annual Workplan for 2011 and Progress Report for 2010.


Rebeca Grynspar
Associate Administrator

Date: 9-May-2011

Cleared by OSG:



Date: 29-Apr-11