



Implementation Support to the Regional Programme Document for Latin America and the Caribbean

Project Document

February 1, 2009

United Nations Development Programme Project Document

Project Title: Implementation Support to the Regional Programme Document for Latin America and the Caribbean
Executing Entity: UNDP

Implementing Agency: UNDP,
Regional Service Centre

RPD Key Focus Area: Poverty and inequality reduction, and achievement of the Millennium Development Goals, Democratic governance, Crisis prevention and recovery, Environment and sustainable development.

RPD Outcome: 1.1 Strengthened capabilities of Governments to reduce poverty and inequality and promote inclusion, particularly for vulnerable and excluded groups
2.2 Accountability and transparency of public institutions strengthened

Brief Description

The 3-year project aims at providing incremental managerial, operational and technical support to ensure the effective implementation of the Regional Programme Document (RPD) for Latin America and the Caribbean, on the basis of regional consultations with main actors and counterparts, as well as the recommendations received from the evaluation of the II Regional Cooperation Framework. The key focus areas of the RPD are poverty and inequality reduction and achievement of the Millennium Development Goals, democratic governance, crisis prevention and recovery, environment and sustainable development. National ownership, South-South cooperation, capacity development, knowledge management, gender, HIV/AIDS and the Human Rights Based Approach are going to be priorities in the implementation of the Regional Programme Document.

Programme Period:	3 years
Atlas Award ID:	_____
Start date:	1 February 2009
End Date	31 December 2011
Management Arrangements Implementation	DEX

Total resources required	5,183,000
Total allocated resources:	5,183,000
• Regular	4,683,000
• XB	500,000
• Other:	
○ Donor	_____
○ Government	_____
Unfunded budget:	_____
In-kind Contributions	_____

Agreed by (Executing Entity, UNDP): _____

Implementation Support to the Regional Programme Document for Latin America and the Caribbean

I. Situation Analysis

At the beginning of the 21st century Latin America and the Caribbean (LAC) faces a paradoxical situation. On the one hand, it enjoys an extraordinary wealth of human and natural resources and is benefiting, in the last few years, from a positive economic upturn. On the other hand, the region remains the most unequal on the planet. While a majority of countries are middle income and of mostly high or medium human development, a large proportion of the population lives in poverty.

Counting on a favorable external environment, the region's average gross domestic product (GDP) growth between 2003 and 2006 was 4.6% and 4% per capita. The increase in exports and improvements in the terms of trade have generated a regional commercial surplus equivalent to 3.7% of the GDP in 2006. However, despite the increased inflows of capital, notably through direct foreign investments and remittances; the investment rate remains insufficient to maintain the level of growth to generate sufficient formal employment and improve social indicators.

Although poverty levels have dropped from 48% in 1990 to 38.5% in 2006, 205 million people remain poor of which 79 million live in extreme poverty. Poverty is combined with the worst inequality in the world: the richest 10% receive between 40% and 47% of the total income while the poorest 20% receive between 2% and 4%. The region's Gini coefficient, 0.51, is much higher than the average of 0.33 for developed countries. The region's inequality is reinforced by the large presence of the informal sector and is reflected in incomes and in education, health and access to land and to credit. Averages continue to dissimulate the plight of particularly vulnerable and excluded groups, especially women and children, youth, persons living with disabilities (PWDs), afro-descendants and indigenous groups. Also, rural areas remain largely poor, and more than 1.6 million people live with HIV/AIDS in the region.

Progress towards achieving the Millennium Development Goals (MDG) will entail modifying existing growth and inequality patterns through the promotion of inclusive growth, equitable delivery of social services and economic opportunities for the poor. Without drastic changes, the region will not achieve the goals set for 2015 and progress will be uneven in most countries. It is especially crucial to reduce by two thirds child mortality, by three quarters maternal mortality and by half the number of underweight children less than 5 years of age. Modifying present patterns also requires improving the integration of economic and social policies, and moving beyond national averages which hide the plight of vulnerable and excluded groups.

Modifying growth and inequality patterns also involves improving the investment climate, encouraging regional integration and promoting regional public goods. The region is ill prepared to take advantage of its strong cultural, political and socioeconomic ties to improve trade and integration, strengthen competitiveness, manage natural resources or to identify new opportunities on the world markets. Moreover, the region continues to under-invest in research and development, as modernization in production was not accompanied by similar increases in its ability to develop and use technology, affecting competitiveness, growth and employment.

During the last decades the majority of LAC countries completed their transition to democracy. Nonetheless, as UNDP's 2004 report on democracy demonstrates, the widespread adoption of democracy as political regime has not been accompanied, thus far, by greater capacities of political organizations and civil society to effectively channel and resolve social demands, particularly from excluded groups. In 2006, 56% of Latin-Americans believed democracy did not resolve its concerns. Frustration with democracy was further exacerbated by poor economic performance in

the last decades, and by the inability to resolve social concerns and create employment, Youth for example have been largely excluded from employment and educational opportunities.

Yet, support for democracy in the region remains high and its citizens are still hopeful of its capacity to deliver improvements in livelihood. The region must also build on some of the governance successes for example in the management of macroeconomic policy, local governance and transparency or in reaching operational consensus through dialogue between diverse stakeholders. Undoubtedly, poverty reduction and sustainable and equitable growth will depend on significant improvements in democratic and economic governance. Conversely, improved democratic governance also depends on its ability to deliver genuine improvements in the quality of life of its citizens.

The prevailing inequalities and poverty, and the weakness of institutions have also limited the ability of countries to prevent and manage crisis. The LAC region is vulnerable to natural disaster, increased insecurity and criminality, and tensions from political crisis or institutional meltdown. Caribbean Small Island Developing Countries also face particular vulnerabilities, notably of natural disasters and prevalence of HIV/AIDS. Those factors carry huge costs, for example natural disasters have caused an average of 7,500 fatalities and costed up to \$3,3 billion to the region annually; they also heighten the risk of violence. The region is amongst the most violent in the world, with particularly worrying trends in the Caribbean and in Central America. Youth again are particularly vulnerable and violence against women is a major concern throughout the region. Those risks also compromise the consolidation of democracy. Institutions at the regional, national and local levels have been at odds with those challenges, as risk factors become increasingly global and new actors' surface. They require stronger capacities and mechanisms to manage conflict peacefully.

The region possesses an extraordinary wealth of ecosystems, biodiversity and natural resources. Nevertheless, the inefficient management and indiscriminate exploitation of natural resources, as well as threats to the sustainability of the ecosystems, specially land and marine biodiversity remain particularly worrying. Today 31 of the 178 ecological regions are in critical state. Arable land is threatened by urbanization and the access and quality of water remains a serious concern. Contamination and poor air quality combined with the ineffective management of waste is also jeopardizing the health of urban populations, especially in large cities. Climate change is also threatening health, food security, economic activity and the sustainability of ecosystems and natural resources. Market-based instruments are increasingly considered effective mechanisms to mitigate climate change and achieve a number of environmental goals. Finally, the region continues to depend largely on non-renewable energy sources.

Latin America and the Caribbean is presented with an opportunity to tackle those important development challenges. Most notably, the region must vigorously tackle inequality in all its forms. Despite the region's homogeneity, each sub-region must be considered with its particular set of opportunities and challenges and development cooperation must tailor its support to this reality. Taking advantage of the opportunity will require a decided effort in favor of human development and fresh thinking on the policies and mechanism to effectively deliver sustainable improvements in livelihoods.

II. Strategy

This project aims at providing incremental managerial, operational and technical support to ensure the effective implementation of the Regional Programme Document for Latin America and the Caribbean. The elaboration of this plan draws on regional consultations with main actors and counterparts, as well as the recommendations received from the evaluation of the II Regional Cooperation Framework. These include the strengthening of monitoring and evaluation of the programme, the need for more and better knowledge sharing across areas, and the development of a

management and governance structure that takes into account regional priorities, to strengthen and validate the work carried out by the programme.

The second half of 2007 was devoted to the drafting and consultations around the Regional Programme Document for Latin America and the Caribbean, covering the period 2008-2011.¹ This process involved all the governments in the region and major actors from academia, civil society and the private sector, and other UN partners. In January 2008 the RPD was approved formally by UNDP's Executive Board. The RPD must be understood within the framework of the corporate priorities presented in UNDP's Strategic Plan 2008-2011, focusing on inclusive growth and on UNDP's strategic coordination role on behalf of the UN. The Regional Program also aims at concretely advancing the UN Reform and the harmonization agendas. It offers a framework for regional efforts to improve the development effectiveness of the UN and international cooperation and set out an ambitious plan to assure UNDP leads efforts for coordination, collaboration and joint work with other UN agencies, funds and programs.

This project, *Implementation Support to the Regional Programme Document for Latin America and the Caribbean*, is aimed at providing the necessary technical, managerial and operational backstopping and support for the implementation of the Regional Programme Document. **The project will ensure the effective implementation of the regional interventions as specified in the RPD, through the following services:**

- a) demand driven technical and policy advice for the formulation and implementation of public policy;
- b) knowledge management including the development of conceptual frameworks in key areas, systematization and dissemination of good practices; and development of tools for policy advice, programme support and capacity development;
- c) analysis and advocacy on key challenges facing the region, together with recognized research centres and specialists;
- d) development and management of projects and programs in the four focus areas, including support to national projects;
- e) creation and facilitation of spaces for dialogue and consensus-building, including support to national and local processes and assuring civic engagement;
- f) development of effective partnerships with the full range of development actors, with a particular emphasis on other UN entities, strengthening UNDP's contribution to coordination of the UN System in the region.

This project is broadly structured around the Focus Areas laid out in the RPD. The activities will mirror the four **Practice Areas** that operate within RBLAC. These are:

- 1) Poverty, Inequality Reduction, and achievement of the MDGs
- 2) Democratic Governance
- 3) Crisis Prevention and Recovery
- 4) Environment and Sustainable Development

Moreover, five cross-cutting work areas will underpin all interventions of the RPD 2008-2011: (a) The Human Rights Based Approach as a conceptual framework for the process of human development, normatively based on international human rights standards and operationally directed to promoting and protecting human rights; (b) The promotion of an effective response to HIV/AIDS, (c) The promotion of gender equality as a key objective of all interventions, assuring that the rights of women are protected; (c) Developing capacities and fostering national ownership which is at the core of UNDP's approach to development and; (d) Fostering South-South cooperation and knowledge management through supporting processes to renew and adapt

¹ The Regional Programme Document (RPD) is the programme document which replaces the II Regional Cooperation Framework as the 2008-2011 strategic planning document for Latin America and the Caribbean.

international cooperation to the realities of a region consisting of predominantly middle-income countries.

In line with the recommendations made from the evaluation of the II RCF, a **governance and monitoring structure** for the programme will be established. The benefits from a clear and institutionalized governance structure of the programme are multiple, ranging from increased efficiency in the delivery of the results in the programmatic work carried out within the RPD, to increased ownership by national counterparts and improved response to the demands and priorities from the region (see Annex I).

Activities and deliverables:

This project will address and provide the necessary support for functions and activities that are necessary to enable the execution of the RPD. Beyond the establishment of the Regional Programme governance structure, below is a description of the **main activities** that will be carried out by each Practice Team:

- 1) Technical Support to National Projects, Knowledge Management and Capacity Development
 - Sharing knowledge of activities, projects and best practices
 - Disseminate knowledge products, publications and IT based information on thematic areas
 - Provide technical support to Regional Bureau's Directorate and COs
- 2) Community of Practice and Partnerships
 - Work with regional networks of CO focal points and experts,
 - Represent RBLAC and UNDP at high level meetings and professional gatherings
 - Organize and participate in regional and global technical workshops
 - Provide guidance, liaison and follow up to TTFs and other corporate funding vehicles
 - Mobilize complementary and new resources within and outside UNDP
- 3) Monitoring of the Regional Programme
 - Implement monitoring system with the Regional Programme Thematic Advisory Panels
 - Organize the Regional Programme Thematic Advisory Board meetings
 - Follow up on decisions and recommendations made during the Regional Programme Thematic Advisory Board meetings

The key **deliverables** are:

- a) Practice knowledge products disseminated
- b) Consolidated partnerships and networks of expertise within the region and practice area with links to other regions and practice areas (UNDP Central and Regional Bureaus, UN Agencies, IFIs, academia, NGOs, private sector).
- c) Regional events by Practice
- d) Additional resources mobilized
- e) A functioning governance structure consisting of a Regional Practice Advisory Board and five Regional Programme Thematic Advisory Panels with yearly meetings and reports (Monitoring Plan)
- f) Technical missions to support COs and to cover regional topics by Practice

III. Results and Resources Framework

Applicable Focus Areas (from the 2008-11 Strategic Plan and 2008-2011 RPD): Poverty and inequality reduction, and achievement of Millennium Development Goals, Democratic governance, Crisis prevention and recovery, Environment and sustainable development.			
Intended Project Outcome: Effective implementation of the RPD through incremental managerial, operational and technical support			
Project title and ID (ATLAS Award ID): Implementation Support to the Regional Programme Document for Latin America and the Caribbean			
INTENDED OUTPUTS	INDICATIVE ACTIVITIES	RESPONSIBLE PARTIES	INPUTS
<p>Output 1 Poverty and MDG Cluster ensures effective implementation of the RPD through incremental managerial, operational and technical support <i>Effective implementation is understood as per indicators on page 4</i></p>	<p>1) Activity Result : Technical support to national projects, knowledge management and capacity development</p> <ul style="list-style-type: none"> • Prepare a web page and database of UNDP initiatives in the MDGs and improve the one on HD • Prepare technical and policy papers on key emerging themes • Preparatory work towards 2009 workshops and seminar materials (presentations, toolkits, etc.) for sharing best practices • Prepare publications on key projects (Regional and Sub-regional HDRs, Dynamics of Inequality, Poverty and Natural Disasters, etc.) • Missions to Provide specific technical assistance to national projects • Missions and meetings to provide technical support to regional Bureau’s Directorate and COs • Material and information regarding access to different funding mechanisms, lessons learned, training and funding opportunities, etc. <p>2) Activity Result: Community of Practice and Partnerships</p> <ul style="list-style-type: none"> • Missions to assist COs with strategic advice on policy and programming • Increase capacities of MDGs Focal Points to access corporate and other resources for improved programming in environment 	<p>RBLAC</p>	<p>Total Budget USD 495,000 \$165,000 – year 2009 \$165,000 – year 2010 \$165,000 – year 2011</p>

	<ul style="list-style-type: none"> • Issues papers (inclusive growth, food price crisis, middle class, social cohesion, etc.) • Missions to represent RBLAC and UNDP at high level meetings • Missions and meetings to mobilize resources within and outside UNDP <p>3) Activity Result: Monitoring of the Regional Programme</p> <ul style="list-style-type: none"> • Monitoring and evaluation strategy and system • Filed visits for monitoring and evaluation reports • Advisory and technical panel meetings • Monitoring and evaluation missions to specific countries 		
<p>Output 2 Democratic Governance Cluster ensures effective implementation of the RPD through incremental managerial, operational and technical support <i>Effective implementation is understood as per indicators on page 4</i></p>	<p>1) Activity Result : Technical support to national projects, knowledge management and capacity development</p> <ul style="list-style-type: none"> ▪ Democratic Governance Fair ▪ KM Platform for Democratic Governance Cluster ▪ Presentation and Dissemination of CAD II 15countries, and distribution of the IRD I. ▪ Expansion of the Network of Actors for Citizens' Democracy to 10 countries in LA. ▪ Consultations with leaders on the impact of the Economic Crisis in the LAC Political Systems (together with the Regional Project PAPEP+CO) <p>2) Activity Result: Community of Practice and Partnerships</p> <ul style="list-style-type: none"> ▪ Workshops, high level seminars and debates (European Commission, CLAD, Century Foundation, IDEA) ▪ Preparatory work for CAD III. ▪ Regional Initiative “Anatomía del Estado en AL: una mirada desde la Democracia” ▪ Seminar on DG with participation of Senior Lecturers (travel/DSA/TE only). 	<p>RBLAC</p>	<p>Total Budget USD 495,000 \$165,000 – year 2009 \$165,000 – year 2010 \$165,000 – year 2011</p>

	<p>3) Activity Result: Monitoring of the Regional Programme</p> <ul style="list-style-type: none"> ▪ Initiation of phase II for the Regional Initiative Political Parties in Central America ▪ Follow up to regional projects PAPEP, SIGOB, Local Governance, Network of Actors for Citizens' Democracy, Political Parties in Central America. ▪ Actively participate in Advisory Panel meetings 		
<p>Output 3 CPR Cluster ensures effective implementation of the RPD through incremental managerial, operational and technical support <i>Effective implementation is understood as per indicators on page 4</i></p>	<p>1) Activity Result : Technical support to national projects, knowledge management and capacity development</p> <ul style="list-style-type: none"> ▪ Design, launch and evaluation of the ‘Coaching Lab’ – a peer to peer learning workshop for leadership and management skills (RC/RR level) ▪ Prepare and disseminate briefing notes on key CPR issues in LAC ▪ Field missions to Country Offices to support and design conflict-sensitive approaches to development. ▪ Prepare a document on conflict sensitive approaches to development in LAC ▪ Disseminate the Spanish and French versions of the Handbook on Democratic Dialogue through workshops, presentations and sending of copies to COs and partners ▪ Missions to Provide specific technical assistance to national CPR projects and programs ▪ Missions and meetings to provide technical support to regional Bureau’s Directorate and COs ▪ Systematize and circulate material and information regarding access to different funding mechanisms, lessons learned, training and funding opportunities, etc <p>2) Activity Result: Community of Practice and Partnerships</p> <p>CPR Focal Points:</p> <ul style="list-style-type: none"> • Define CPR Focal Points in COs • Create a network of Focal Points 	<p>RBLAC</p>	<p><i>Total Budget USD 540,000</i> <i>\$180,000 – year 2009</i> <i>\$180,000 – year 2010</i> <i>\$180,000 – year 2011</i></p>

	<ul style="list-style-type: none"> • Increase capacities of CPR Focal Points to access corporate and other resources for improved programming in this area <p>Community of Practice:</p> <ul style="list-style-type: none"> • Mapping of key institutions working in CPR (dividing between Disasters and Conflict Prevention oriented institutions) • Create a network of partner institutions <p>Representation:</p> <ul style="list-style-type: none"> • Missions to represent RBLAC and UNDP at high level meetings • Missions and meetings to mobilize resources within and outside UNDP <p>3) Activity Result: Monitoring of the Regional Programme</p> <ul style="list-style-type: none"> • Proactive and strategic Monitoring of the CPR regional projects • In charge of ERBM for CPR projects (corporate target setting and reporting) • Ensure that project cycles are smoothly implemented and followed • Provide technical and strategic guidance during the preparation of annual workplans • Approval of AWP • Monitoring and management of allocated regional TRAC • Support to Resource Mobilization strategy of Regional Programme • Actively participate in Advisory Panel meetings • Organize and participate in Monitoring and evaluation missions to specific countries 		
<p>Output 4 Environmental and Sustainable Development Unit ensures effective implementation of the RPD through incremental managerial, operational and technical support <i>Effective implementation is understood as per indicators on page 4</i></p>	<p>1) Activity Result : Technical support to national projects, knowledge management and capacity development</p> <ul style="list-style-type: none"> ▪ Prepare a web page and database of UNDP initiatives in the environment ▪ Prepare technical and policy papers on key environment emerging themes ▪ Conduct Workshop and seminar materials (presentations, 	<p><i>RBLAC</i></p>	<p><i>Total Budget USD 522,000</i> <i>\$174,000 – year 2009</i> <i>\$174,000 – year 2010</i> <i>\$174,000 – year 2011</i></p>

	<p>toolkits, etc.) for sharing best practices</p> <ul style="list-style-type: none"> ▪ Prepare publications ▪ Missions to Provide specific technical assistance to national projects ▪ Missions and meetings to provide technical support to regional Bureau´s Directorate and COs ▪ Material and information regarding access to different funding mechanisms, lessons learned, training and funding opportunities, etc. <p style="text-align: center;">2) Activity Result: Community of Practice and Partnerships</p> <ul style="list-style-type: none"> ▪ Missions to assist COs with strategic advice on policy and programming ▪ Increase capacities of Environment Focal Points to access corporate and other resources for improved programming in environment ▪ Issues papers (invasive species; REDD; Access and Benefit Sharing, PES, CC mitigation, CDM, Biofuels, etc.) ▪ Missions to represent RBLAC and UNDP at high level meetings ▪ Missions and meetings to mobilize resources within and outside UNDP <p style="text-align: center;">3) Activity Result: Monitoring of the Regional Programme</p> <ul style="list-style-type: none"> ▪ Monitoring and evaluation strategy and system ▪ Field visits for monitoring and evaluation reports ▪ Actively participate in Thematic Advisory Panel meetings ▪ Monitoring and evaluation missions to specific countries 		
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<p>Output 5 Cross-cutting issues (Gender, HIV/AIDS, Capacity Development, South-South Cooperation, Knowledge Management) of the RPD are effectively implemented through incremental managerial, operational and technical support <i>Effective implementation is understood as per indicators on page 4</i></p>	<ol style="list-style-type: none"> 1) Activity Result : Gender 2) Activity Result: HIV/AIDS 3) Activity Result: Capacity Development 4) Activity Result: South-South Cooperation 5) Activity Result: Knowledge Management 6) Activity Result: Advisory Services 	<p><i>RBLAC</i></p>	<p><i>Total Budget USD 1,695,000</i> <i>\$565,000 – year 2009</i> <i>\$565,000 – year 2010</i> <i>\$565,000 – year 2011</i></p> <p><i>Additional XB of USD500,000</i></p>
<p>Output 6 Management aspects (Evaluation, management support to the Caribbean) of the RPD are effectively implemented through incremental managerial, operational and technical support <i>Effective implementation is understood as per indicators on page 4</i></p>	<ol style="list-style-type: none"> 1) Activity Result : Evaluation 2) Activity Result: Management support to the Caribbean 	<p><i>RBLAC</i></p>	<p><i>Total Budget USD 936,000</i> <i>\$312,000 – year 2009</i> <i>\$312,000 – year 2010</i> <i>\$312,000 – year 2011</i></p>

IV. Annual Work Plan

Year: 2009

EXPECTED OUTPUTS	PLANNED ACTIVITIES <i>List activity results and associated actions</i>	TIMEFRAME				RESPONSIBLE PARTY	PLANNED BUDGET		
		Q1	Q2	Q3	Q4		Funding Source	Budget Description	Amount
Output 1 Poverty MDG Cluster ensures effective implementation of the RPD through incremental managerial, operational and technical support	1. Technical support to national projects, knowledge management and capacity development	X	X	X	X	RBLAC	Regional TRAC	71200/71400/71600/74500	45,000
	2. Community of Practice and Partnerships	X	X	X	X	RBLAC	Regional TRAC	71200/71400/71600/74500	75,000
	3. Monitoring of the Regional Programme	X	X	X	X	RBLAC	Regional TRAC	71200/71400/71600/74500	45,000
Output 2 Democratic Governance Cluster ensures effective implementation of the RPD through incremental managerial, operational and technical support	1. Technical support to national projects, knowledge management and capacity development	X	X	X	X	RBLAC	Regional TRAC	71200/71400/71600/74500	45,000
	2. Community of Practice and Partnerships	X	X	X	X	RBLAC	Regional TRAC	71200/71400/71600/74500	75,000
	3. Monitoring of the Regional Programme	X	X	X	X	RBLAC	Regional TRAC	71200/71400/71600/74500	45,000
Output 3 CPR Cluster ensures effective implementation of the RPD through incremental managerial, operational and technical support	1. Technical support to national projects, knowledge management and capacity development	X	X	X	X	RBLAC	Regional TRAC	71200/71400/71600/74500	55,000
	2. Monitoring of the Regional Programme	X	X	X	X	RBLAC	Regional TRAC	71200/71400/71600/74500	80,000
	3. Monitoring of the Regional Programme	X	X	X	X	RBLAC	Regional TRAC	71200/71400/71600/74500	45,000
Output 4 Environment and Sustainable Development Unit ensures effective implementation of the RPD through incremental managerial, operational and technical support	1. Technical support to national projects, knowledge management and capacity development	X	X	X	X	RBLAC	Regional TRAC	71200/71400/71600/74500	45,000
	2. Community of Practice and Partnerships	X	X	X	X	RBLAC	Regional TRAC	71200/71400/71600/74500	70,000

	3. Monitoring of the Regional Programme	X	X	X	X	RBLAC	Regional TRAC	71200/71400/71600/74500	59,000
Output 5 Cross-cutting issues (Gender, HIV/AIDS, Capacity Development, South-South Cooperation, Knowledge Management, Advisory Services) of the RPD are effectively implemented through incremental managerial, operational and technical support	1. Gender	X	X	X	X	RBLAC	Regional TRAC	71200/71400/71600/74500	75,000
	2. HIV/AIDS	X	X	X	X	RBLAC	Regional TRAC	71200/71400/71600/74500	30,000
	3. Capacity Development	X	X	X	X	RBLAC	Regional TRAC	71200/71400/71600/74500	180,000
	4. South-South Cooperation	X	X	X	X	RBLAC	Regional TRAC	71200/71400/71600/74500	100,000
	5. Knowledge Management	X	X	X	X	RBLAC	Regional TRAC	71200/71400/71600/74500	180,000
	6. Advisory Services	X	X	X	X	RBLAC	XB	71100	250,000
Output 6 Management issues (Evaluation, management support to the Caribbean) of the RPD is effectively implemented through incremental managerial, operational and technical support	1. Evaluation	X	X	X	X	RBLAC	Regional TRAC	71200/71400/71600/74500	200,000
	2. Management support to the Caribbean	X	X	X	X	RBLAC	Regional TRAC	71200/71400/71600/74500	112,000
TOTAL							TRAC		USD 1,561,000

V. Management Arrangements

The Regional Bureau Director is responsible for ensuring overall effective management and monitoring of the RPD, which has been developed through wide stakeholder consultations to ensure ownership of the RPD.

The ‘Implementation Support to the Regional Programme Document for Latin America and the Caribbean’ project seeks to ensure an effective implementation of the RPD through incremental managerial, operational and technical support. The project will be implemented under the direct execution modality. The Regional Bureau Director will exercise overall oversight of the project, and the Deputy Director of the Regional Bureau for Latin America and the Caribbean and the Deputy Director of the Regional Service Centre (RSC) will exercise direct oversight and accountability for the ‘Implementation Support to the Regional Programme Document for Latin America and the Caribbean’.

The funds allocated to the teams based in the RSC in Panama (Crisis Prevention and Recovery, Environment and Sustainable Development, Gender, HIV/AIDS, Capacity Development, Knowledge Management) will be under the direct administration of the Deputy Director of the RSC in Panama. The funds allocated to the teams based in the Regional Bureau for Latin America and the Caribbean in New York (Poverty and MDGs, Democratic Governance, South-South Cooperation), will be under the direct administration of the Deputy Director of the Regional Bureau for Latin America and the Caribbean in New York.

VI. Monitoring Framework and Evaluation

The project will be monitored in accordance with the programming policies and procedures outlined in the UNDP User Guide.

Overall progress of the RPD will be tracked under the evaluation plan (refer to Annex 1 in RPD), by participatory and joint M&E of its key results areas, in coordination with existing national, regional and global M&E frameworks. A mid-term review of the RPD will be conducted under the guidance of the Evaluation Office (EO). In addition, a Regional Practice Advisory Board and a Regional Programme Thematic Advisory Panels (see Annex 1), will be established. The Practice Advisory Board will be convened annually to monitor the progress of the RPD and provides feedback on the performance of the programme and proposes any adjustments required to meet emerging demands. The Practice Advisory Panels will discuss programme and project implementation outcomes and outputs, and will provide feedback and technical advice on the activities and projects carried out by the practice team.

Appropriate resources and capacity will be made available, including deploying an M&E officer at the regional level, to ensure focus on results and to support COs and the regional programme in the systematic implementation and dissemination of evaluation recommendations.

Apart from the continuous on-going monitoring of the project by RBLAC and the Regional Service Centre, positive feedback from the Boards on the effectiveness of the implementation of

the RPD, will be used as a criteria for defining the achievement of the ‘Implementation Support to the Regional Programme Document for Latin America and the Caribbean’ project.

VI. Legal Context

The project document shall be the instrument envisaged and defined in the supplemental Provisions to the Project Document, attached hereto and forming an integral part hereof, as the “Project Document”.

This project will be executed by the agency UNDP (“Executing Agency”) in accordance with its financial regulations, rules, practices and procedures only to the extent that they do not contravene the principles of the Financial Regulations and Rules of UNDP. Where the financial governance of an Executing Agency does not provide the required guidance to ensure best value for money, fairness, integrity, transparency, and effective internal, competition that of UNDP shall apply.

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 when necessary. Failure to maintain and implement and appropriate security plan as required hereunder shall be deemed a breach of this agreement.

The Executing Agency agrees to undertake all responsible efforts to ensure that none of the UNDP funds received pursuant to the Project Document are used to provide 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 in all sub-contracts or sub- agreements entered into this Project Document.

This project also forms part of an overall programmatic framework under which several separate associated country level activities would be implemented. When assistance and support services are provided from this project to the associated country level activities, this document shall be the “Project Document” instrument referred to in (i) the respective signed SBAAAs for the specific countries, or (ii) in the Supplemental Provisions attached to the Project Document in cases where the recipient country has not signed has not signed an SAA with UNDP.

ANNEXES

ANNEX I. Governance Structure

ANNEX II. Risk Log