**United Nations Development Programme**

**Project Document**

|  |  |
| --- | --- |
| **Project Title:** | Multidimensional Progress for Human Development in Latin America and the Caribbean |
| **Expected RPD Outcome:** | **OUTCOME 1 (SP 1)[[1]](#footnote-1)** Growth and development are inclusive and sustainable, incorporating productive capacities that create employment and livelihoods for the poor and excluded. |
| **Expected RPD Output(s):** | Output 1.1. Regional, sub-regional and national policies have the necessary analytical perspective and strategic planning tools to promote Human Development with special emphasis on the structural factors of inequality (Regional output)  Output 1.2. Options enabled and facilitated for inclusive and sustainable social protection (SP output 1.2) |
| **Executing Entity:** | UNDP RBLAC |
| **Implementing Agencies:** | UNDP RBLAC |

Programme Period: \_2014-2017\_\_\_\_

Key Result Area (Strategic Plan) \_\_\_\_\_\_\_\_\_\_\_\_\_\_

Atlas Award ID: \_\_\_\_\_\_\_\_\_\_\_\_\_\_

Start date: \_\_18/12/2014\_\_\_

End Date \_\_31/06/2016\_\_\_

PAC Meeting Date \_\_16/12/2014\_\_

Management Arrangements \_\_DIM\_\_\_\_\_\_\_\_\_

Total resources required 3,077,160\_

Total allocated resources: 2,003,640\_

* RBLAC TRAC: 510,000\_\_
* Other:
  + Spain-UNDP TF 1,493,640\_
  + Donor \_\_\_\_\_\_\_\_\_
  + Donor \_\_\_\_\_\_\_\_\_
  + Government \_\_\_\_\_\_\_\_\_

Unfunded budget: 1,073,520\_

In-kind Contributions \_\_\_\_\_\_\_\_\_

**Brief Description**

The overall purpose of the project ‘A Multidimensional Progress Agenda for Human Development in Latin America and the Caribbean’ is to produce and disseminate a set of analytical and policy tools that address the multi-dimensional development challenges of middle-income countries (MIC) and small-island developing states (SIDS) –with a particular focus on the well-being of populations that did not benefit from a decade-long commodity boom, and populations that are today at risk of falling back into poverty. The report will estimate country-specific multi-dimensional indicators of progress –that run parallel to the $4/day, $10//day and $50/day income-based poverty, vulnerability middle class lines . As the post 2015 development agenda is negotiated and launched in September 2015, the region will embark on a new round of readjustment to global goals and means of implementation. This initiative will focus on one key aspect of the post-2015 agenda: How can we achieve balanced, resilient and sustainable human progress? How do targets and goals in different dimensions of well-being relate to each-other? How can we build synergy between desirable outcomes? How do we identify development vulnerabilities and overcome inequalities that could undermine advances achieved? In particular, how to build a post 2015 narrative for middle-income and middle-class countries that continue to confront inequalities, exclusions and human development deficits? Through a multi-stakeholder, multi-donor strategy, this initiative will generate one Regional Human Development Report and a multidimensional progress policy toolkit for Latin America and the Caribbean, as well as two additional subregional human development reports, one for Central America and another one for the Caribbean, all of which will address the above question both in analytical and policy terms.

# Situation Analysis

Over the past 12 years, Latin America and the Caribbean moved 60 million people out of poverty (as defined by the $4/day poverty line) and close to 90 million moved into the regional middle classes (by the $10 to $50/day line).[[2]](#footnote-2)Since 2002 there have been three key drivers of poverty reduction in the region: improvements in labour income, expanded social transfers, and demographic changes that increased the number of women and youth participating in labour markets. Despite progress, there are still many groups – particularly women, youth, indigenous peoples, Afro-descendants, and the elderly – that are excluded from dynamic labour markets and are left out of existing social safety nets. In order to move forward, inequality gaps must be narrowed. More growth will not necessarily deliver more social progress. The Millennium Development Goals agenda has taught us that, beyond growth, poverty interventions need to tackle multi-dimensional aspects of well-being. To date, social protection systems have not developed universal networks covering access to decent work, health, education and protection through the whole life cycle. Existing social protection tends to ignore the needs of traditionally disadvantaged groups such as women; youth; indigenous peoples; Afro-descendants; lesbian, gay, bisexual, transgender and intersex people; and people living with HIV and other diseases.

Two policy obstacles are further hindering social and economic inclusion. First, a set of fiscal obstacles. More inclusive policies cannot be sustained without sufficient fiscal resources for their implementation and a more effective redistribution of existing taxes and transfers. The region faces a new context of declining and concentrated development assistance[[3]](#footnote-3) (in 2011, 41 per cent of total official development assistance was allocated to four countries). The region is also characterized by limited fiscal space and by predominantly neutral or regressive national tax and benefits systems. Fiscal reform will be on the regional agenda over the next half-decade. The people of Latin America and the Caribbean are heavily dependent on natural resources for their well-being. Second, a set of labor market obstacles. The most dynamic sectors of the boom period are labor-intensive, but overly focused on unskilled or low-skilled jobs. While formalization of the labor market has increased, the informal sectors of the Latin American and Caribbean labor markets are still close to half-of the occupied labor force.

. The key lesson of this decade is that hard inequalities, exclusions and discrimination do not go away with more economic growth.. Improving policies to reach those left-out of the boom and reducing vulnerabilities of those populations that are at risk of sliding back into poverty should be at the core of the development agenda.[[4]](#footnote-4)

*The Focus of this Report*

This Human Development Report will focus on the multi-dimensional development challenges of middle-income countries (MIC) and small-island developing states (SIDS) –with a particular focus on the well-being of populations that did not benefit from a decade-long commodity boom, and populations that are today at risk of falling back into poverty. Close to 134 million are still under the $4/day poverty line in Latin America and the Caribbean. An additional 200 million are at risk at falling back into poverty (with incomes of between 4/day and 10/day). This massive population transition, out of poverty and beyond structured inequalities, is perhaps the greatest challenge for MICS and SIDS today.

This report will estimate country-specific multi-dimensional indicators of progress –that run parallel to the $4/day, $10//day and $50/day income-based poverty, vulnerability middle class lines. Why move beyond income-based well-being lines? For three reasons**. First, because the micro-determinants of leaving income poverty –as shown by our poverty transition research in the region—are *different* from the micro-determinants of falling back into poverty**. While the rising tide is correlated to labor markets and social protection, resilience is correlated to physical and financial assets. Assets and capabilities are the hidden drivers of income-based vulnerabilities. **Second, beyond income, there are multiple missing dimensions of well-being that are not accounted for**. These include the capabilities and assets of the poor and vulnerable but also the social and economic aspirations of emerging middle classes. The gap between subjective and objective indicators of well-being points to the different speeds of economic progress, social mobility and expanding political rights. The midde-income malaise with the quality of public services, institutions and governance are behind this gap. **Third, the policy drivers of multi-dimensional progress often cancel each other out when designed as piecework, rather than comprehensively**. This is evident in our own work on fiscal efficiency and equity in the region, but also applicable to duplications and targeting slippages that account for diminished policy impact. The region needs to move beyond CCTs, and piecemeal responses to structural challenges. The upcoming post-2015 development agenda will position these issues front and center in middle income regions. Much can be learned by assessing the potential gains of joint versus fragmented policy action.

As 2015 signals the kick-off of a new global development agenda, the region faces a unique challenge: how to move ahead on social and economic achievement in a way that is balanced and treats with equal merit dimensions that are not usually associated with the conventional “growth-based” agenda, but are equally important to the region?[[5]](#footnote-5) During the last twenty years Latin America and the Caribbean has proven to be a laboratory of experimentation on a variety of development issues. There has been particular interest in new measures of multi-dimensional poverty.[[6]](#footnote-6) In this report we will document how far we have gone beyond the income realm, and what remains on the agenda. In broader terms, this work will propose an agenda for UNDP to influence the development debate and actions in Latin America and the Caribbean countries

Through negotiations during 2015 and a formal launch in September that year, the region will embark on a new round of readjustment to global goals and means of implementation. The SG Synthesis report released in December 2014 states:“All contributions underlined that we should continue the march of the MDGs. But they have also stressed that Member States will need to fill key sustainable development gaps left by the MDGs, such as the multi-dimensional aspects of poverty, decent work for young people, social protection and labour rights for all.” This initiative will focus on one key aspect of the new development agenda: How can we achieve balanced, resilient and sustainable human progress? How do targets and goals in different dimensions of well-being relate to each-other? How can we build synergy between desirable outcomes? How do we identify development vulnerabilities and overcome inequalities that could undermine advances achieved? How can we ensure that development gains can be maintained and be resilient to idiosyncratic and external shocks, and to changing national contexts? In particular, how to build a post 2015 narrative approach for middle-income countries and middle-class population that continue to confront inequalities, exclusions and human deficits, coupled with an acceleration of environmental degradation and erosion of the natural capital that sustains economic sectors and livelihoods? A multi-stakeholder, multi-donor strategy will allow this initiative to generate one Regional Human Development Report and a multidimensional progress *policy toolkit* for Latin America and the Caribbean, as well as two additional human development reports, one for Central America and another one for the Caribbean, all of which will address the above question both in analytical and policy terms.

UNDP’s 2014-2017 Strategic Plan also focuses sharply on multi-dimensional problem-solving, moving from a silo- to a an issues-based development approach appropriate to the comparative advantages of a knowledge-based organization and fostering south-south and triangular cooperation[[7]](#footnote-7). The organization is taking the task of interconnected impact seriously by focusing its new Strategic Plan on three areas of work and defining seven development outcomes related to extreme poverty and inequality eradication on a global scale. This work will contribute at the regional level, to the outcome and outputs described in the front page of this document.

# Strategy

The project will examine the quality of development progress in the region and new means of measuring progress accounting for dimensions beyond poverty, given the importance of this topic throughout the region, and increasingly in the world. Analysis will focus on extending the discussion of the measurement and assessment of development outcomes beyond economic growth and distribution of the benefits of growth, to other development dimensions. The resilience of progress in the social, environmental, political, and inclusiveness dimensions of development to decline or reverse on progress made will be considered by paying attention to public policies that have shown to be effective in increasing the resilience of progress in these development dimensions to idiosyncratic and external shocks. This analysis is foreseen to strengthen UNDP’s contribution to the global discourse on development progress, vulnerability and resilience in the Caribbean and Latin America, and with extended relevance to Middle Income Countries (MICs) in Africa, Asia and Small Islands Development States (SIDS) worldwide. The project is expected to underpin the positioning efforts of RBLAC and UNDP to work with MICs as a development partner. In terms of the broader UNDP work strategy, this initiate situates itself within the framework established by the 2014-2017 Strategic Plan, which targets to transform economies to becomes sustainable, to enable democracy to deliver development dividends and to manage risks to become resilient in all countries.

This initiative will tackle four forward-looking issues: (i) provide estimates for nation-specific multi-dimensional progress indexes in LAC countries, based on the existing Multi-Dimensional Poverty Index (MPI), calibrated at higher development thresholds appropriate to the needs of the working poor, vulnerable groups and emerging middle classes[[8]](#footnote-8); (ii) capture subjective measures of multi-dimensional progress through an especially commissioned public opinion survey + focus groups, to understand how individuals and groups experience multi-dimensional progress and reveal some of the tensions involved with fast-paced social and economic change; (iii) provide a toolkit for attainment and monitoring of multi-dimensional progress at local and national government levels in the region; and (iv) illustrate the uses of a multi-dimensional approach for complex development problems emerging from the post 2015 development agenda. The metrics generated by this initiative will allow to ascertain and calibrate potential gains in poverty and inequality reductions derived from closing gaps in different dimensions of development, for different countries in LAC.

The multi-dimensional approach builds on a long tradition of human development thinking and practice. The human development index itself was meant as a proxy for multiple dimensions of human progress. In recent years, the region has seen a breakthrough in the implementation of Multi-Dimensional Poverty measures. Many countries, including Brazil, Colombia, Mexico, El Salvador, Chile and the Caribbean countries part of the Organization of Eastern Caribbean States (OECS), among others, are leading regarding their application to subnational and national policy planning.

Three analytical innovations in this project are:

1. Preparing estimates of nation-specific MPIs, equivalent to the $4/day, $10/day and $50/day income-based poverty lines, using clustering techniques from national surveys. These will include labour and quality of labour indicators to capture the importance of the labour market in emerging and developing economies;
2. Decompose determinants of MPI progress by “mobile” (linked to human capital accumulation) and “territorial” (linked to local and national public goods) drivers of change.
3. Decompose determinants of complex development problems –based on MPIs or Post 2015 SDGS—to illustrate how drivers of social/economic change are inter-connected.

Availability of information and methodological constraints will be rigorously evaluated in order to include relevant variables in the metrics to be developed, including but not limited to gender inequality (with a strong emphasis on equitable and non-violent gender relations within households), environmental sustainability (particularly, but not only in the urban realm), consumption patterns, or empowerment. Beyond the metrics, such dimensions will be addressed through other research methods such as case studies or focus groups, particularly in the case of those related to subjective wellbeing. This initiative will build upon this momentum and tailor the MPI approach to the emerging profile of middle-income countries dealing with enduring inequalities, exclusions and gaps. This, very much in line with which the Strategic Plan 2014-2017 proposes in terms to what UNDP’s development approach and advice should be, and to consider a more issue-based practice while recognizing the typical existence and importance of complex contexts in every society.

Finally, some of the most innovative thinking in Latin America and the Caribbean has focused on the problem of interconnected impact. Capability-building is not merely about replicating successful experiences, but about how to incentivize functions that have an impact. Most development problems are complex, and cannot be addressed by silver bullet or one-size-fits-all approaches. Latin America and the Caribbean countries have taken the lead on re-thinking the “big picture” of development. In the nineties, new ways to address poverty came from LAC, based on both the notions that public expenditure could be better optimized, and that poverty could be fought by consistently building certain basic capabilities from the very first years of people’s life. Such notions shifted much of the previously generalized subsidies towards focalized programs, including conditional cash transfers. Brazil and Mexico were pioneers then. Today, new ways of thinking development are being put forward by other countries in LAC, based on the idea that different societies may have different conceptions of what quality of life entails, and the importance of community and its interaction with nature. These notion has generated new ways of visualizing social policy in LAC, with countries like Ecuador and Bolivia at the very front of this movement. Alternatives are sought and implemented in ways that problematize what “progress”, “living well” or “sustainable development” mean for societies in the southern hemisphere. This approach is very much in line with the Strategic Plan which highlights for instance: “[…] (a) Deepen strategic thinking and, increasingly, responses by the UNDS at the global level. In order to move in this direction, we will encourage the system to reflect regularly on critical global and regional development issues, clarify roles and responsibilities (for instance, in relation to the post-2015 agenda and SDGs), forge closer links between agency-level strategic planning processes, and develop strategic partnerships with non-United Nations entities. ‘Quick wins’ within 9-18 months could be targeted at the following: […] (i) Practical actions to improve knowledge sharing and advance work on capacity development;”

Three policy innovations in this project are:

1. To provide inputs for issue-based policy approaches that break-down traditional sectorial or silo-based approaches. Most complex policy problems are multi-dimensional in both outcomes and drivers.
2. Emphasize the complementarities of territorially-based livelihoods strategies and life-cycle social protection approaches that tackle hard inequalities with different policy levers. The toolkit will provide a manual on how to assess national and local multidimensional poverty strategies for different thresholds of achievement.

This approach is focused on the implementation challenges of a post 2015 development agenda in middle income countries. This includes overcoming the plateauing effect of recent poverty and inequality reduction experiences in the region, which connects with the Strategic Plan 2014-2017 in maintaining a clear focus on the poor and excluded, a more urban outlook and south-south cooperation at its core.

This proposal is coherent with the 2014-2017 Strategic Plan also where it states: “The Strategic Plan will require the organization to focus its advisory capacity further in support of better policy recommendations and stronger programmes and projects. Most important, we will need to get better at providing more integrated and programme-focused policy advice – spanning the areas of work identified in the Plan – to be more effective in helping countries respond to increasingly complex and inter-connected development challenges. The organization of policy services will, therefore, shift from a relatively rigid, practice-based architecture to a more flexible multidisciplinary issues-based development solutions approach.”

The proposed document is very much in line with the Regional Programme, which states the following: “22. In line with General Assembly resolution 67/226 on the quadrennial comprehensive policy review of United Nations operational activities for development and the UNDP strategic plan, 2014-2017, which seek to help countries eradicate poverty and reduce inequalities and exclusion, the overarching objective of the regional programme for Latin America and the Caribbean 2014-2017, is to tackle multiple, enduring and pervasive inequalities that cannot be addressed through isolated actions. Despite a decade of progress, the inequality challenge in the region has become a critical obstacle to further social, political and environmental progress. The regional programme aims at tackling these inequalities by reducing persistent income and non-income poverty and exclusion, lowering levels of vulnerability and conflict, building sustainable development practices, and strengthening democratic governance while acknowledging its diversity (middle-income countries, small island developing States and least developed countries).”

1. ***EXPECTED OUTPUT***

UNDP will leverage primarily its core resources and its technical and operational service capacities to lead and implement the expected output. UNDP Country Offices and the Regional Hub cluster experts will work very closely with the team in New York.

**Output:** **Based on the Human Development Reports (Regional + 2), toolkit appropriated by stakeholders, including the broader audience**

The ultimate objective of this project is to support Countries to better understand and analyse multidimensional progress, so that they can advance towards coherent public policies. To do so, the Regional Human Development Report will provide the overall understanding and key findings. Two additional subregional reports will provide specific insights for the Caribbean and Central American Regions. In order to allow Governments and civil society instances to apply the recommendations and run the analysis, a toolkit will be made available to all stakeholders. Their participation is not limited to applying the findings and tools but rather to define them. As we will see later on, they make part of the responsible parties. Additionally, innovative ways of using technology to consider the voices and perceptions of the broader

Activity 1: Regional Human Development Report published - 2015

* + A workshop with key partners allows a joint vision and training of partners;
  + An Advisory Panel meeting establishes the priorities and orientation for the RHDR;
  + Constant engagement and participation of Government entities and civil society;
  + Joint effort with Oxford Poverty and Human Development Initiative (OPHI) to support the development of new methodology for multidimensional progress measurement at different levels of income;
  + Joint effort with CEDLAS, IPEA, DNP and CONEVAL to process data using the new methodology;
  + Technical workshop on fiscal policies;
  + Technical workshop on multi-dimensional poverty;
  + Country Offices, Regional Hub and individual consultants provide papers on the various dimension of multi-dimensional poverty;
  + The core team in New York provides a first internal draft of the structure and basic content of the chapters that will compose the RHDR;
  + All comments, papers and data available are integrated into the chapters and a draft is prepared to be shared with Country Offices, Regional Hub, Advisory Panel and peer review;
  + Final meeting with COs, Regional Hub;
  + Final meeting with Advisory Panel;
  + The final Document is printed.

Activity 2: Two HDR published – 2015 and 2016

* + Specific data for Central America and the Caribbean will be collected;

*During 2015 and mainly during 2016:*

* + Papers on specific issues of these two regions will be commissioned;
  + Consultation workshops in each of the regions will be held with technicians on multi-dimensional poverty;
  + Advisory Panel meetings will be held in each of the two regions;
  + A draft will be circulated with Advisory Panel, partners and peer review instance;
  + Final document will be printed.

Activity 3: Toolkit appropriated by partners – 2015 and 2016

Core team in NY and Regional Hub will develop a multidimensional progress policy toolkit for Latin America and the Caribbean, which constitutes the Knowledge Management devise of this initiative, both in programmatic and policy terms. On the one hand, the toolkit is intended to allow UNDP to identify development priorities from a multidimensional perspective in every country, and thus to provide substantive guidance to its corresponding Country Office’s programming cycle. On the other hand, the toolkit will allow each Country Office to analyze said development priorities and to provide governments with the means to develop policy alternatives and their impact on human development from a multidimensional perspective. Countries included in the RHDR will actively participate of the elaboration of the multidimensional progress proposal. Being the toolkit a replicability knowledge product, its ownership will come from countries which decide to adapt it to their own contexts and apply it.

* + Core team in NY and Regional Hub will define the layout and structure of the toolkit, to allow Governments, think tanks, civil society and other organizations to adapt the methodology to their countries;

*During 2016:*

* + Training and validation workshop will enable partners to properly know and implement the tool;
  + Public policy proposals and additional research initiated based on the human development report launch will prove its effectiveness to influence public policies in the various countries of the region.

Activity 4: Communication implemented – 2015 and 2016

* + A strategy will go through the 2015 agenda, interact with partners and define innovative ways to engage citizens and partners, both as storytellers and as listeners;
  + A company will be hired and partnerships with others develop, to capture perception from citizens, understand their views and integrate them; they will also make part of the campaigns. Short films, animations, text messages, street theatres, street performance, songs and public events are considered.

*During 2015 and 2016:*

* + All produced materials will be strategically shared taking into account country sensitivities, special dates, capacities of the partners and worldwide key events.
  + Considering all this, public events will be held, including a side-event in September 2015, during the Sustainable Development Goals ceremony. A public launching event will also be held, as well as specific ones in the regions

1. ***BENEFICIARIES***

The following people and entities will benefit from this initiative:

* As final beneficiaries, population groups that have remained mostly excluded from last decade’s economic progress in the region, such as women, youth, afro descendants and indigenous peoples, within poor, vulnerable and middle-class cohorts;
* As direct beneficiaries, Ministries and other public institutions in charge of human development-related policy affairs, including planning, implementation and monitoring and evaluation entities. Also, non-governmental organizations, think tanks, academia, the media and civil society representatives and members in general, with an interest within the human development policy realm. UNDP country offices are included here.

1. ***PARTNERSHIPS STRATEGY***

This initiative is being supported by the Government of Spain through the Spanish Agency for International Development Cooperation (AECID). In addition to its financial support, it will also provide support through the provision of human and material resources, as well as facilities.

The project will be led by a UNDP RBLAC team, coordinated by the Chief Economist of the Bureau. The elaboration of the Regional Human Development Report will be made in-house, counting on the knowledge and papers provided by the Regional Hub and Country Office. This work will be complemented by papers provided by researchers and data provided by counterparts. An advisory panel will orientate its strategic decisions and support its positioning. Several layers of support, described below, will provide technical notes, data, data analysis, sensitive understanding and perceptions from the various parts of the region –reflecting its heterogeneity.

The project team will lead the process regarding the Regional Human Development Report, as well as the preparation of the toolkit. Two additional coordinators will lead the effort to prepare the subregional HDRs adapted to Central America and the Caribbean. These two publications will complement the findings presented in the regional report.

* *Advisory Panel*

The Advisory Panel is the main body responsible for advising, orientating and strategically positioning the Regional Human Development Report (RHDR). Composed by distinguished representatives of the Academia, politics, the media, civil society and the private sector, it leads the strategic view of the report and discusses its key findings on a regular basis. Terms of Reference for the Advisory Panel can be found at the annex section.

* *Peer review group*

Respected academics will make part of the peer review group. Once all the steps to elaborate the RHDR have been achieved, the final draft version will be shared with them for comments.

* *UNDP Country Offices and Regional Hub*

UNDP has published over 700 National Human Development Reports. This provides an overall understanding of the experience of UNDP’s country offices and its personnel related to this issue.

Based on its accumulated experience and its presence across Latin America and the Caribbean, Country Offices as well as the Regional Hub will support this report through their personnel, experts and partners. This will ensure the appropriation by policy makers and development stakeholders in the region of the analytical and policy tools developed as part of this initiative. The ultimate objective is to promote and strengthen the debate and national capacities on the use of the multidimensional approach to advance human development, factoring in the characteristics of Latin America and the Caribbean as a region with a vast majority of middle-income countries. Policy debate will be promoted by reaching typical governmental entry points, as well as key agenda setters in every country, ranging from NGOs working at the subnational level, to national congress committees.

UNDP Country Offices will be required to contribute through comments to the report at different stages of it, and also more specifically with tangible analytical contributions based on their own organizational experience and expertise, within the scope of the report, in the form of a working paper, a case study or their equivalent. Financial resources via the corresponding COA will be made available to Country Offices to cover expenses.

* *Research partners*

**The Oxford Poverty and Human Development Initiative (OPHI)** is the world-wide leader on multidimensional poverty measurement at Oxford University. Within an ad-hoc framework agreement, OPHI will join this project to support the development of new methodology for multidimensional progress measurement at different levels of income, i.e. for the poor, vulnerable and middle-class population groups, through a series of working papers developed by its associated experts.

UNDP will develop a methodology on applied multidimensional progress measurement for the report through a joint initiative with the Oxford Poverty and Human Development Initiative (OPHI), University of Oxford.

**The Centro de Estudios Distributivos Laborales y Sociales (CEDLAS)** is a regional initiative hosted at the Universidad de la Plata, in Argentina, in charge, among other, of developing and maintaining a standardized data base of wellbeing indicators for Latin America and the Caribbean countries on the basis of the latter’s official statistical information. The project will enter into a contractual relationship with a CEDLAS representative in order to operationalize newly developed UNDP-OPHI the multidimensional progress measurement methodology on at least 18 countries from the region.

**Instituto de Pesquisa Economica Aplicada (IPEA), Departamento Nacional de Planeación (DNP) and Consejo Nacional de Evaluación de la Política de Desarrollo Social (Coneval)** are Government entities in charge for the use of multidimensional poverty measurement for public policy planning and evaluation in Brazil, Colombia and Mexico, respectively. The project will engage with these entities in order to develop a nationally-owned series of multidimensional progress indicators, on the basis of the methodology developed with OPHI. The project will enter into a contractual relationship with the necessary experts to develop this exercise in agreement with each one of the aforesaid entities.

*Individual consultants – researchers*

Individual consultants will be identified and hired in order to provide research materials and papers. Besides, on the basis of its own expertise and experience, AECID is expected to provide access to its pool of renowned experts on multidimensional progress-related matters in order to complete the team of individual consultants to be screened and possibly recruited to generate analytical inputs for the report.

1. ***SUBREGIONAL STRATEGY FOR THE CARIBBEAN AND FOR CENTRAL AMERICA***

* *Two specific Reports: one for the Caribbean and the other for Central America*

In recognition of the heterogeneity of the region, a specific publication will be developed for the Caribbean. A coordinator will take responsibility over the preparation of this Human Development Report, which will be elaborated in agreement with the Caribbean Community and Common Market (CARICOM).

In this very same sense, a specific HDR focused on Central America will be elaborated in partnership with the Central American Integration System (Sistema de la Integración Centroamericana, SICA) will be elaborated. Similarly, a coordinator will be named to assume responsibility over the report.

1. ***RESOURCE MOBILIZATION FOR REMAINING FUNDS***

Available resources today allow to complete the Regional Human Development Report. This means, should the project not be able to mobilize additional resources, the 2016 RHDR would still be completed. However, the two sub regional reports do require additional funding.

Preparatory work has already begun. Teams from two Cos, El Salvador and Barbados, have developed proposals of teams, approaches and structures. Additionally, several donors have expressed interest in funding both HDRs. During the first 3 months of 2015 these fundraising efforts should bring results. Meanwhile, existing funds allow the initiating phase of both sub regional reports.

This is coherent with the outreach strategy, which considers a first launch of the RHDR early 2016 and subsequent public events throughout end of 2016 and beginning of 2017 for the sub regional reports. This would allow to match the follow-up of the regional report on these two sub regions together with the timing for fund raising.

1. ***SUSTAINABILITY***

Lessons learnt from past regional reports indicate that it is critical to involve all country offices during the design, preparation and follow-up of the report –but also, to build a programmatic bridge beyond the shelf-life of a written document. This RHDR will involve a team of researchers at RBLAC, Country Offices, the Regional Hub, academics and policymakers across the region. Each of the COs will to assign a focal point to provide substantial contributions to the report. Country Offices will prepare working papers, statistics and/or case studies on one (or more) of the following:

1. **Metrics on multi-dimensional well-being**. Many countries have adopted MPIs in their anti-poverty programmes and are moving beyond income and non-income poverty to incorporate metrics on resilience & vulnerability, environment & energy, gender & labor markets, conflict & governance issues, among others. We would like to focus our report on higher thresholds of multi-dimensional measures that help us deal with emerging issues of vulnerable (close to 200 million people in the region) and emerging middle classes (an additional 130 million). We also invite contributions on subjective metrics of multi-dimensional well-being, empowerment, missing dimensions of well-being and “vivir bien”. These might involve using surveys, focus groups, interviews, or multi-media methods.
2. **Best practice in the policy adoption and implementation of MPIs**. A number of countries are using multi-dimensional metrics to target CCTs, social assistance or social insurance programmes, social protection in general, or as graduation criteria for household and individuals moving out of poverty. We would like to invite contributions that show the cutting edge of these policy design and implementation innovations. Some contributions might deal with the trade-offs faced by household participating in the labor force and receiving conditional cash transfers; others might focus on the economy of care and drivers of gender parity; some might focus on natural-resource based livelihoods and the challenges up upgrading social and environmental standards; others still, might focus on development planning, mapping, monitoring and evaluation instruments and toolkits. This is an opportunity to take stock of best practice in policy making for multi-dimensional progress in the region.
3. **SDG localization**. By the end of 2015, the Sustainable Development Goals will have been adopted globally and will provide a strong momentum for UNDP programming in the region. We would like to invite country offices to engage in forward-thinking and programming for the next few years –proposing innovative ways to localize the 17 Goals and 169 Targets envisioned by the SG’s Synthesis Report. Some might focus on policy overlaps (social protection for the emerging middle classes, sustainable cities, natural resource agendas) or on fiscal/institutional issues (delivering fiscal policy space, subnational government leadership or capability-building). This is an opportunity to work with governments in preparation for the implementation of the SDG agenda.

While elaborating the papers, Country Offices will clearly engage Government counterparts. Their role is critical, for its them who have already advanced analytical and practical approaches towards multidimensional poverty; they bring the experience from the field; they partner with key stakeholders and decision makers; and they understand how to operationalize this effort and build the programmatic bridge beyond the report itself.

The report will prove a solid base towards legitimizing a multidisciplinary proposal that Country Offices could build together with Governments and other stakeholders in order to operationalize the post-2015 agenda. Support from the Regional Hub will be provided to orientate Country Offices on the preparation for a post-2015 agenda linked to the RHDR as well as the 2016 IWP. Thus, the sustainability of this effort is understood through its direct programmatic implications. The project should live beyond the project, by applying its findings to the multidisciplinary programmes and projects to be implemented at the country office, sub regional or regional levels, leading the post-2015 agenda.

1. ***OUTREACH AND COMMUNICATION STRATEGY***

The three Human Development Reports aim at providing relevant inputs to enable a new understanding of the imbalance between income and non-income dimensions of well-being, which has catalyzed new social and political demands and conflict. Reducing vulnerabilities and building resilience should be at the core of the development agenda.

Through the appropriation of the findings and proposals by key actors belonging to Governments, civil society, private sector, media and academia regional trends, projects, programmes, innovative business models, additional researches and public policies can be adapted to better serve the purpose of advancing human and sustainable development. The toolkit will become a key element, available to the mentioned partners, to deepen existing knowledge throughout the region. Specific reports in the Caribbean and Central America reflect the recognition of the specificities and heterogeneity of Latin America and the Caribbean.

It is clear that this findings need to be made broadly available and shared in different formats that respond to the culture, habits, trends and priorities of different groups. Therefore, the proposal is to accompany the reports with audio visual material in diverse formats, engage media and journalists to share progress and results of the ongoing research and make all the information available to the different groups: decision makers, researchers, students, working class, vulnerable groups, employers, investors and regulators.

The communication strategy will start at the same time of the preparation of the report to allow the overall community to follow the findings and assimilate them. It will pay special attention to the momentum and be sensitive to the evolution regarding the Sustainable Development Goals agenda. A company will be hired to provide attractive products adapted to the context.

New technologies allow innovative ways of capturing data and mainly, of capturing the voice of the citizens who traditionally are left aside in these kinds of exercises. Partnerships with mobile, digital and or/phone companies are foreseen. This will enable flexible and innovative ways of collecting data. In this sense, the communications strategy is expected to work in both directions. Perceptions and subjective indicators of wellbeing will thus be included. Besides, the RBLAC will count on the virtual magazine “Humanum” in order to reach to deepen a broader consultation with the general audience, enabling their participation of the elaboration of the report. Innovative data visualization will certainly be shared through this platform.

It is considered to analyse the feasibility of offering data and formulas online to allow people to modify and manipulate them. This would certainly enable an interactive communication and ease the ownership of the methodology by different stakeholders who aim at better understanding and internalizing multidimensional progress.

# Results and Resources Framework

|  |  |  |  |
| --- | --- | --- | --- |
| **INTENDED OUTPUTS** | **INDICATIVE ACTIVITIES** | **RESPONSIBLE PARTIES** | INPUTS |
| **Output 1: Based on the human Development Reports (Regional + 2), toolkit appropriated by stakeholders, including the broader audience**  Baseline: No HDRs nor toolkit.  Indicators:   1. Evidence (e.g. number of citations, downloads and site visits) of Human Development Reports contributing to development debate and action 2. Stakeholders decide to incorporate the toolkit into their coming years programming | 1. RHDR published   * + Printing   + Consultation workshop and meetings   + Final Document   + Drafts   + Papers   + Data   2. Two HDR published   * + Printing   + Consultation workshop and meetings   + Final Document   + Drafts   + Papers   + Data   3. Toolkit appropriated by partners   * + Define layout and structure   + Validation workshop   + Partners implement the toolkit   4. Communication implemented   * + Define strategy   + Hire company   + Sharing of materials and products   + Public events, including SDGs side-event | *Country Offices*  *Regional Hub*  *OPHI*  *DNP*  *CEDLAC*  *CONEVAL*  *IPEA* | *HDR team in NY*  *Communications team NY*  *Country Offices*  *Regional Hub Clusters* |

# Annual Work Plan

**Year: 2015**

|  |  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| **EXPECTED OUTPUTS** | **PLANNED ACTIVITIES** | **TIMEFRAME** | | | | **RESPONSIBLE PARTY** | **PLANNED BUDGET** | | |
| *And baseline, indicators including annual targets* | *List activity results and associated actions* | Q1 | Q2 | Q3 | Q4 | Funding Source | Budget Description | Amount |
| Output 1 | **1. RHDR published** |  |  |  |  | Country Offices Regional Hub OPHI DNP CEDLAC CONEVAL IPEA |  | 71200 72100 75700 71600 74200  71300  74500 | ***1140000*** |
| **Based on the human Development Reports (Regional + 2), toolkit appropriated by stakeholders, including the broader audience** | -Receive data analysis and collection from partners | x |  |  |  | AECID | 195000 |
| -Receive papers from partners | x | x |  |  | AECID | 265000 |
| -Consultation workshops and meetings | x | x |  |  | AECID | 300000 |
| -Write chapters | x | x |  |  | AECID | 380000 |
| -Circulate draft proposal |  |  | x |  | TRAC | 30000 |
| Baseline: No HDRs nor toolkit. | -Peer review of final version |  |  | x |  | TRAC | 20000 |
| Indicators: | -Present final version |  |  |  | x | TRAC | 150000 |
| 1. HDRs’ presence in the region | **2. RHDR (+2) published** |  |  |  |  | CO El Salvador CO Barbados |  | 71200 72100 75700  71300  74500 71600 74200 | ***100000*** |
| 2. Stakeholders decide to incorporate the toolkit into their coming years programming | -Consultation workshops and meetings |  | x | x |  | TRAC | 150000 |
| Targets: | -Circulate drafts (+2) |  |  |  | x | AECID | yr: 2016 |
| 1. First public event of HDR held in LAC | -Present final version |  |  |  |  | AECID | yr: 2016 |
|  | **3. Toolkit appropriated by partners** |  |  |  |  | UNDP RBLAC NY |  | 71200 72100 75700 71600 74200 | ***10000*** |
|  | - Define layout and structure |  |  | x | x | TRAC | 10000 |
|  | - validation workshop |  |  |  |  | AECID | yr: 2016 |
|  | **4. Communication strategy implemented** |  |  |  |  | UNDP RBLAC NY |  | 71200 72100 75700 71600 74200 | ***150000*** |
|  | -Define strategy | x |  |  |  | TRAC | 15000 |
|  | -Hire company | x |  |  |  |  |  |
|  | -Implement visibility actions |  | x | x | x | TRAC | 95000 |
|  | -Official RHDR launch |  |  |  | x | TRAC | 40000 |
|  | **TOTAL NON-TRACK RESOURCES** | | | | | | | **1140000** | |
|  | 8% of Non-Trac Resources | | | | | | | **91200** | |
|  | **TOTAL TRACK RESOURCES** | | | | | | | **510000** | |
| **TOTAL** |  |  |  |  |  |  |  | **1741200** | |

Year: 2016

|  |  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| **EXPECTED OUTPUTS** | **PLANNED ACTIVITIES** | **TIMEFRAME** | | | | **RESPONSIBLE PARTY** | **PLANNED BUDGET** | | |
| *And baseline, indicators including annual targets* | *List activity results and associated actions* | Q1 | Q2 | Q3 | Q4 | Funding Source | Budget Description | Amount |
| Output 1 | **1. RHDR published** |  |  |  |  | Country Offices Regional Hub OPHI DNP CEDLAC CONEVAL IPEA |  | 71200 72100 75700 71600 74200 | ***10000*** |
| **Based on the human Development Reports (Regional + 2), toolkit appropriated by stakeholders, including the broader audience** | -Receive data analysis and collection from partners | x |  |  |  | AECID |  |
| -Receive papers from partners | x | x |  |  | AECID |  |
| -Consultation workshops and meetings | x | x |  |  | AECID |  |
| -Write chapters | x | x |  |  | AECID |  |
| -Circulate draft proposal |  |  | x |  | TRAC |  |
| Baseline: No HDRs nor toolkit. | -Peer review of final version |  |  | x |  | TRAC |  |
| Indicators: | -Present final version |  |  |  | x | AECID | 10000 |
| 1. HDRs’ presence in the region | **2. RHDR (+2) published** |  |  |  |  | CO El Salvador CO Barbados |  | 71200 72100 75700 71600 74200 | ***30000*** |
| 2. Stakeholders decide to incorporate the toolkit into their coming years programming | -Consultation workshops and meetings |  | x | x |  | TRAC |  |
| Targets: | -Circulate drafts (+2) |  |  |  | x | AECID | 20000 |
| 1. RHDR launched in the region | -Present final version |  |  |  |  | AECID | 10000 |
| 2. Toolkit being used by at least three countries | **3. Toolkit appropriated by partners** |  |  |  |  | UNDP RBLAC NY |  | 71200 72100 75700 71600 74200 | ***193000*** |
|  | - Define layout and structure |  |  | x | x | TRAC |  |
|  | - validation workshop |  |  |  |  | AECID | 193000 |
|  | **4. Communication strategy implemented** |  |  |  |  | UNDP RBLAC NY |  | 71200 72100 75700 71600 74200 | ***10000*** |
|  | -Define strategy | x |  |  |  | TRAC |  |
|  | -Hire company | x |  |  |  |  |  |
|  | -Implement visibility actions |  | x | x | x | AECID | 10000 |
|  | -Official RHDR launch |  |  |  | x | TRAC |  |
|  | **TOTAL NON-TRACK RESOURCES** | | | | | | | **243000** | |
|  | 8% of Non-Trac Resources | | | | | | | **19440** | |
|  | **TOTAL TRACK RESOURCES** | | | | | | | **0** | |
| **TOTAL** |  |  |  |  |  |  |  | **262440** | |

# Management Arrangements

**Project Manager**

**HDR Coordinator**

**UNDP RBLAC**

**Project Board**

**CELAC**

**CARICOM**

**UNDP RBLAC**

**AECID**

**Additional Donors**

**Project Assurance**

Programme Officer

**Project Support**

**Chief economist**

**Data manager**

**Liaison**

**Associate**

**Communications officer**

**2 research assistants**

**Logistics support**

**Project Organisation Structure**

**TEAM A**

Responsible parties:

1. IPEA-IPC
2. CONEVAL
3. DNP Colombia
4. OPHI
5. CEDLAS

**TEAM C**

Regional Hub

Country Offices

**TEAM B**

1. Caribbean HDR

2. Central American HDR

**TEAM D**

Individual Consultants

* *About responsible parties*

As previously stated, the report will be elaborated in house, led by the team in NY and with the support of both the regional hub as well as the country offices. UNDP will develop a methodology on applied multidimensional progress measurement for the report through a joint initiative with one of the five responsible parties: the Oxford Poverty and Human Development Initiative (OPHI), University of Oxford.

Country Offices and the Regional Hub for Latin America and the Caribbean will provide specific papers on multi-dimensional poverty, as well as the country specific considerations, culture-based insights, relation to Government and key community based organizations, enabling local ownership and leadership.

Five responsible parties have been identified including OPHI. Both OPHI and CEDLAS are two public research institutions which depend on public universities. IPEA, CONNEVAL and DNP are Government institutions. All of them are key reference institutions on this subject. Based on the methods developed jointly with Oxford, we will work with three national parties (IPEA, CONEVAL and DNP) and a regional think tank (CEDLAS) to adapt the new metrics to different country contexts. We expect, not a regional index, nor a regional dashboard, but a set of consistent country-specific estimates on multi-dimensional progress.

A Letter of Agreement (LoA) will be the legal tool in the case of the three Government institutions. Regarding the two public research centres, a contract will be signed. UNDP has previously worked with all these five organizations. A Harmonized Approach to Cash Transfers will be realized if not yet done. Additional responsible parties may be identified to be validated either by the advisory panel or through a virtual PAC.

* *Summary of inputs to be provided by partners*

Country Offices and Clusters from the Regional Hub will be supporting the engagement of national and local Governments, as well as stakeholders. They will be the ones to define and move forward a multidisciplinary post-2015 agenda. The RHDR will allow them to establish a solid grown for the definition of this work. In this sense, they will be preparing papers on the following topics:

1. **Metrics on multi-dimensional well-being**. Many countries have adopted MPIs in their anti-poverty programmes and are moving beyond income and non-income poverty to incorporate metrics on resilience & vulnerability, environment & energy, gender & labor markets, conflict & governance issues, among others. We would like to focus our report on higher thresholds of multi-dimensional measures that help us deal with emerging issues of vulnerable (close to 200 million people in the region) and emerging middle classes (an additional 130 million). We also invite contributions on subjective metrics of multi-dimensional well-being, empowerment, missing dimensions of well-being and “vivir bien”. These might involve using surveys, focus groups, interviews, or multi-media methods.
2. **Best practice in the policy adoption and implementation of MPIs**. A number of countries are using multi-dimensional metrics to target CCTs, social assistance or social insurance programmes, or as graduation criteria for household and individuals moving out of poverty. We would like to invite contributions that show the cutting edge of these policy design and implementation innovations. Some contributions might deal with the trade-offs faced by household participating in the labor force and receiving conditional cash transfers; others might focus on the economy of care and drivers of gender parity; some might focus on natural-resource based livelihoods and the challenges up upgrading social and environmental standards; others still, might focus on development planning, mapping, monitoring and evaluation instruments and toolkits. This is an opportunity to take stock of best practice in policy making for multi-dimensional progress in the region.
3. **SDG bundling, clustering and localization**. By the end of 2015, the Sustainable Development Goals will have been adopted globally and will provide a strong momentum for UNDP programming in the region. We would like to invite country offices to engage in forward-thinking and programming for the next few years –proposing innovative ways to bundle, cluster or otherwise localize the 17 Goals and 169 Targets envisioned by the SG’s Synthesis Report. Some might focus on policy overlaps (social protection for the emerging middle classes, sustainable cities, natural resource agendas) or on fiscal/institutional issues (delivering fiscal policy space, subnational government leadership or capability-building). This is an opportunity to work with government in preparation for the implementation of the SDG agenda.

The Oxford Poverty and Human Development Initiative (OPHI) will provide a proposal for a new methodology for multidimensional progress measurement at different levels of income, i.e. for the poor, vulnerable and middle-class population groups, through a series of working papers developed by its associated experts.

The Centro de Estudios Distributivos Laborales y Sociales (CEDLAS) will operationalize the multidimensional progress measurement methodology developed with OPHI on at least 18 countries from the region.

Instituto de Pesquisa Economica Aplicada (IPEA), Departamento Nacional de Planeación (DNP) and Consejo Nacional de Evaluación de la Política de Desarrollo Social (Coneval) will develop a nationally-owned series of multidimensional progress indicators, on the basis of the methodology developed with OPHI.

The two teams at the Caribbean and Central America will adapt the report and enrich it with specificities of these two regions, in order to guarantee ownership and leadership.

* *agreement on intellectual property rights and use of logo on the project’s deliverables*

The use of logos and overall agreements on intellectual property will respect the guidelines set by the Human Development Report Office (HDRO).

# 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 Project Progress Reports (PPR) 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

* **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.

# Legal Context

This project forms part of an overall programmatic framework under which several separate associated country level activities will 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 SBAAs for the specific countries; or (ii) in the corresponding supplemental provisions in cases where the recipient country has not signed an SBAA with UNDP, forming an integral part hereof.

This project will be executed by UNDP in accordance to its Financial Regulations and Rules. Where the financial governance of an Implementing Partner does not provide the required guidance to ensure best value for money, fairness, integrity, transparency, and effective international competition, the financial governance of UNDP shall apply**.**

The responsibility for the safety and security of the Implementing Partner and its personnel and property, and of UNDP’s property in the Implementing Partner’s custody, rests with the Implementing Partner. The Implementing Partner 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 Implementing Partner’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 Implementing Partner 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/sc/committees/1267/aq_sanctions_list.shtml>. This provision must be included in all sub-contracts or sub-agreements entered into under this Project Document.

# ANNEXES

**Annex I - Risk Analysis**.*bundp20mm* **OFFLINE RISK LOG**

|  |  |  |
| --- | --- | --- |
| **Project Title:** Multidimensional Progress for Human Development in LAC | **Award ID:** | **Date: 12/12/2014** |

|  |  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| **#** | **Description** | **Date Identified** | **Type** | **Impact &**  **Probability** | **Countermeasures / Mngt response** | **Owner** | **Submitted, updated by** | **Last Update** | **Status** |
| 1 | Blockage or dramatic switch in SDGs negotiation | 05/12/2014 | Political | Publication release timing and relevance of the report would be affected  P = 2  I =4 | The weight of communication strategy would not be based on SDGs. The timing would not depend on September 2015 and the side events might be reorganized. | George Gray | George Gray | 05/12/2014 | no change |
| 2 | Major crisis in the region or in some of the key partner countries | 05/12/2014 | Political | Timing of the report and content would be affected  P =2  I = 3 | Depending on the relevance of the countries during the preparation of the report, it could require to engage new countries to elaborate certain tasks or to accept that certain countries will internalize the toolkit when they are ready for it. | George Gray | George Gray | 05/12/2014 | no change |
| 3 | Coordination problem with Caribbean and Central America HDRs | 05/12/2014 | Organizational | The other two HDRs may be released late and coherence may be affected  P = 3  I = 3 | The sequence of publications could be modified. Depending on the issues, the separate publications might be absorbed by the RHDR. | George Gray | George Gray | 05/12/2014 | no change |
| 4 | Delayed design of the tool or of the composition of the index | 05/12/2014 | Operational | Negative impact on the relation with partners. Diminish available time for analysis  P = 3  I = 5 | Additional resources have been identified to be called if necessary. This would affect the budget, therefore reducing the scope of communications. | George Gray | George Gray | 05/12/2014 | no change |
| 5 | Limited data available | 05/12/2014 | Operational | Affect the quality of the analysis. Maybe limit the participation of certain countries.  P = 3  I = 2 | Prioritize certain countries to work as an example and use the toolkit to support the rest to capture data | George Gray | George Gray | 05/12/2014 | no change |
| 6 | Delayed delivery of papers or insufficient quality | 05/12/2014 | Operational | Negative impact on the relation with researchers. Affect the content  P = 4  I = 1 | Consider extra-time and establish separate deadlines for different papers. Some of the papers may need to be left aside for the RHDS and incorporate some of their insights, if key, in the sub regional reports. | George Gray | George Gray | 05/12/2014 | no change |

**Annex II - Terms of Reference**:

1. Human Development Report Coordinator

**REGIONAL BUREAU FOR LATIN AMERICA AND THE CARIBBEAN**

**EXTERNAL VACANCY ANNOUNCEMENT**

**I. Position Information**

**Title:** Human Development Report (HDR) Coordinator

**Type of Contract:** Individual Contract

**Direct Supervisor:**  Senior Strategic Advisor

**Section:**  Office of the Senior Strategic Advisor

**Duty station:** New York

**Expected Duration of Assignment:** 12 months

**Starts:** 1 January 2015

**Date of Issue:** 14 November 2014

**Closing Date:** 28 November 2014

**II. Organizational Context**

Through a series of different projects, the Office of the Senior Strategic Advisor aims at improving human development tracking and promotion through enhanced national capacity to generate and use indicators and disaggregated data for vulnerable and excluded groups, at strengthening capacities of national institutions to integrate social and economic policies for the reduction of poverty and inequality, and at identifying and addressing key areas of policy intervention in different countries of Latin America and the Caribbean in collaboration with Country Offices and other RBLAC thematic units.

Each of the aforementioned three broad areas requires substantial support to ensure quality and timely delivery. It is in this context that UNDP would like to recruit one HDR Coordinator, to support the Office in the elaboration of the Regional HDR for Latin America and the Caribbean 2016.

**III. Key Functions:**

Under the guidance of, and reporting directly to the RBLAC Senior Strategic Advisor/HDR Director & Lead Author, the HDR Coordinator will be responsible for operationalizing the elaboration of the Regional HDR for Latin America and the Caribbean 2016, through:

* Articulating and aligning all the necessary inputs for the elaboration, publication and dissemination of the HDR.
* Performing and commissioning research on topics like education, health, poverty, inequality, human development, well-being, social policy, economic policy and political economy.
* Writing and editing HDR contents.
* Outreaching, communicating, disseminating and liaising with donors, government officials, media representatives and any other stakeholders.
* Overseeing all administrative and operational matters, with the support of UNDP and project administrative and operations personnel.

**IV. Key Results Expected**

The incumbent is expected to deliver the following key results expected in relation with her key functions:

* Regional HDR LAC 2016 elaborated, published and disseminated.
* High quality research inputs for the HDR.
* Clear, accessible and relevant HDR contents.
* Effective and useful interaction between the HDR initiative and all internal and external stakeholders.
* Administrative and operative matters conducted in an effective and efficient way, always compliant with all applicable UNDP rules and regulations.

**V. Competencies**

Corporate Competencies:

* Demonstrates integrity by modeling the UN’s values and ethical standards;
* Promotes the vision, mission, and strategic goals of UNDP;
* Displays cultural, gender, religion, race, nationality and age sensitivity and adaptability;
* Treats all people fairly without favoritism.

Functional Competencies:

* Highly developed coordination skills
* Strong analytical skills, and ability to rapidly analyze and integrate diverse information from varied sources
* Computer literate.
* Identifies priority activities and assignments;
* Teamwork - excellent interpersonal, organizational and management skills and ability to work within multi-disciplinary teams.

Development and Operational Effectiveness:

* Able to manage complex problems proactively and effectively, including responses to field based emergencies;
* Ability to operate effectively in a changing and complex environment, and to produce results under stress;
* Consistently approach work with energy and a positive, constructive attitude;
* Proven organizational and communication skills;
* Demonstrate strong oral and written communication skills;
* Demonstrate openness to change and ability to manage complexities.
* Strong analytical skills.
* Strong interpersonal and communication skills

**VI. Recruitment Qualifications**

**Education:** Master’s degree in Development, Economics, Politics, Public Administration, Public Policy, or other related development fields.

**Experience:** At least ten years of relevant work experience, preferably directly related to the coordination of HDRs.

Expert knowledge of political and economic context in Latin America and the Caribbean.

Good knowledge of UNDP work in the region.

**Language requirements:** Excellent oral and written communication skills in English and Spanish are essential.

**VII. Other**

Location: Candidates should live in New York City

1. Human Development Report Senior Economist

**REGIONAL BUREAU FOR LATIN AMERICA AND THE CARIBBEAN**

**EXTERNAL VACANCY ANNOUNCEMENT**

**I. Position Information**

**Title:** Human Development Report (HDR) Senior Economist

**Type of Contract:** Individual Contract

**Direct Supervisor:**  Senior Strategic Advisor

**Section:**  Office of the Senior Strategic Advisor

**Duty station:** New York

**Expected Duration of Assignment:** 12 months

**Starts:** January 1st, 2015

**Date of Issue:** 14 November 2014

**Closing Date:** 28 November 2014

**II. Organizational Context**

Through a series of different projects, the Office of the Senior Strategic Advisor aims at improving human development tracking and promotion through enhanced national capacity to generate and use indicators and disaggregated data for vulnerable and excluded groups, at strengthening capacities of national institutions to integrate social and economic policies for the reduction of poverty and inequality, and at identifying and addressing key areas of policy intervention in different countries of Latin America and the Caribbean in collaboration with Country Offices and other RBLAC thematic units.

Each of the aforementioned three broad areas requires substantial support to ensure quality and timely delivery. It is in this context that UNDP would like to recruit one HDR Senior Economist to support the Office in the elaboration of the Regional HDR for Latin America and the Caribbean 2016.

**III. Key Functions:**

Under the guidance of, and reporting directly to the RBLAC Senior Strategic Advisor/HDR Director & Lead Author, and the HDR Coordinator, the HDR Senior Economist will be responsible for:

* A proposal on multidimensional progress measurement for countries in Latin America and the Caribbean.
* Technical writing and oversight of the HDR.
* Performance and technical oversight and quality assurance of qualitative and quantitative research on topics like education, health, poverty, inequality, human development, well-being, social policy, economic policy and political economy.
* Technical oversight and quality assurance of research notes and inputs for both internal and external discussion and use in the HDR, on any of the topics above.
* Elaboration and technical oversight and revision of texts, graphs, boxes, maps, infographics and other materials.

**IV. Key Results Expected**

The incumbent is expected to deliver the following key results expected in relation with her key functions:

* A proposal of alternative indices for multidimensional progress measurement with the highest international academic quality standards and policy application.
* A technically sound final version of the HDR.
* Technical inputs integrated to the HDR with the highest international academic quality standards.
* Notes and inputs for discussion and eventual inclusion into the HDR with the highest international academic quality standards.
* Technically sound texts, graphs, boxes, maps and infographics incorporated into the HDR.

**V. Competencies**

Corporate Competencies:

* Demonstrates integrity by modeling the UN’s values and ethical standards;
* Promotes the vision, mission, and strategic goals of UNDP;
* Displays cultural, gender, religion, race, nationality and age sensitivity and adaptability;
* Treats all people fairly without favoritism.

Functional Competencies:

* Highly developed coordination skills
* Strong analytical skills, and ability to rapidly analyze and integrate diverse information from varied sources
* Computer literate and highly specialized knowledge of STATA or comparable statistical software.
* Identifies priority activities and assignments;
* Teamwork - excellent interpersonal, organizational and management skills and ability to work within multi-disciplinary teams.

Development and Operational Effectiveness:

* Able to manage complex problems proactively and effectively, including responses to field based emergencies;
* Ability to operate effectively in a changing and complex environment, and to produce results under stress;
* Consistently approach work with energy and a positive, constructive attitude;
* Proven organizational and communication skills;
* Demonstrate strong oral and written communication skills;
* Demonstrate openness to change and ability to manage complexities.
* Strong analytical skills.
* Strong interpersonal and communication skills

**VI. Recruitment Qualifications**

**Education:** Master’s degree in Development, Economics, Politics, Public Administration, Public Policy, or other related development fields.

**Experience:** At least eight years of relevant work experience, preferably directly related to measurement of well-being and elaboration of human development-related analytical products.

Good knowledge of political and economic context in Latin America and the Caribbean.

Good knowledge of UNDP work in the region.

**Language requirements:** Excellent oral and written communication skills in English and Spanish are essential.

**VII. Other**

Location: UNDP headquarters, New York

1. Programme support consultant

|  |  |
| --- | --- |
| **PROGRAMME SUPPORT CONSULTANT** | |
| **Location :** | HQ, New York |
| **Application Deadline :** |  |
| **Type of Contract :** | Individual Contract |
| **Post Level :** | Local Consultant |
| **Languages Required :** | English/Spanish |
| **Starting Date :** (date when the selected candidate is expected to start) |  |
| **Duration of Initial Contract :** |  |
| **Expected Duration of Assignment :** |  |
| **Background**  Under the overall guidance and supervision of………………., the Programme Support Consultant will contribute to programme management and implementation consistent with UNDP rules and regulations, as well as he/she will ensure adequate reporting and knowledge sharing. | |
| |  | | --- | |  | | |
| **Duties and Responsibilities** | |
| |  | | --- | | Supports formulation of programme strategies and implementation focusing on the achievement of the following results:   * Prepares inputs and background information; draft project documents, work plans, budgets, proposals on implementation arrangements; and contributes to progress, annual and final reports. * Performs oversight and financial monitoring of the programme by generating financial reports, entering budget revisions, preparing inputs for financial transactions, maintaining administrative control records such as commitments and expenses, and confirming availability of funds when required. * Provides required assistance for donor reporting with special emphasis in the management of data as a reporting tool.   Provides effective support to management of the programme:   * Examines, reviews, processes and records all incoming documents relating to project portfolio. * Ensures programme compliance with UNDP Financial Regulations and Rules and the Internal Control Framework by coordinating with the Bureau Compliance Unit and COs regarding operational and financial aspects of project approval and implementation. * Supports procurement processes for the acquisition of goods and services: by drafting TORs, preparing preliminary evaluation of quotations, proposals, or bids, maintaining a payment tracking system for Individual and professional Services Contracts, and by providing guidance to the Unit through the entirely procurement process until completion. * Follows up and liaises with relevant COs, project team, and partners and stakeholders, through an appropriate tracking system, to ensure timely and quality delivery of agreed support services, and brings information on issues and gaps to the attention of the Programme Coordinator. * Sets up and maintains an efficient administrative and filing system of programme related documentation, ensuring safekeeping of confidential materials. * Covers for the portfolio of colleagues in the unit during absences; * Administrates travel, logistics and organization special events, meetings, and workshops, if required. |  |  | | --- | | Contributes to Knowledge management of the programme:   * Facilitates knowledge building and management through the gathering and systematization of publications and communicational products made in the framework of the programme. * Gathers and shares information on best practices and lessons learned. | | |
| **Competencies**   |  | | --- | | **Functional Competencies:**  Job Knowledge/Technical Expertise  **Level 1.1: Fundamental knowledge of processes, methods and procedures**   * Understands the main processes and methods of work regarding to the position. * Possesses basic knowledge of organizational policies and procedures relating to the position and applies them consistently in work tasks. * Identifies new and better approaches to work processes and incorporates same in own work. * Strives to keep job knowledge up-to-date through self-directed study and other means of learning. * Demonstrates good knowledge of information technology and applies it in work assignments. * Demonstrates in-depth understanding and knowledge of the current guidelines and project management tools, and utilizes these regularly in work assignments.   Client Orientation  **Level 1.1: Maintains effective client relationships**   * Reports to internal and external clients in a timely and appropriate fashion. * Organizes and prioritizes work schedule to meet client needs and deadlines. * Establishes, builds and sustains effective relationships within the work unit and with internal and external clients. * Responds to client needs promptly.   **Core Competencies:**   * Demonstrating/safeguarding ethics and integrity. * Demonstrate corporate knowledge and sound judgment. * Self-development, initiative-taking. * Acting as a team player and facilitating team work. * Facilitating and encouraging open communication in the team, communicating effectively. * Creating synergies through self-control. * Managing conflict. * Learning and sharing knowledge and encourage the learning of others. Promoting learning and knowledge management/sharing is the responsibility of each staff member. * Informed and transparent decision making. | | |
|  | |
| **Required Skills and Experience** | |
| **Academic qualifications:**   |  | | --- | | * Secondary Education, preferably with specialized certification in Accounting, Administration and Finance. University Degree in Business or Public Administration, Economics, Political or Social Sciences would be desirable, but it is not a requirement. |   **Years of experience:**   |  | | --- | | * ….. years of progressively responsible administrative or programme experience is required at the national or international level. * At least …. years of experience working with the UN System, in particular with UNDP and its mandate is highly desired. * Excellent knowledge of UNDP guidelines, rules, regulations and policies. * Experience in the usage of computers and office software packages (MS Word, Excel, PowerPoint, ATLAS, etc.) and advance knowledge of spreadsheet and database packages, experience in handling of web based management systems. |   **Language:**   * Fluency in English and Spanish, both oral and written, is required; working knowledge of other UN official language is an asset. * Knowledge of other UN official languages is an asset.   **Documents to be included when submitting the applications:**  Interested individual consultants must submit the following documents/information to demonstrate their qualifications:   |  | | --- | | * Cover letter explaining why you are the most suitable candidate for the advertised position. * Completed P11 form including past experience in similar projects and at least 3 references. Blank form can be downloaded from here: <https://intranet.undp.org/SearchCenter/Pages/Results.aspx?k=p11%20form&s=All%20Sites> * Financial proposal based as follows:   + hourly rate (US Dollar)   + half day (US Dollar)   + per diem fee (US Dollar). |   **Incomplete applications will not be considered**. Please, make sure you have provided all requested materials.  **Financial proposal**  The financial proposal will specify hourly rate, half day ratio, and per diem fee in US dollars. Payments are made to the Individual Consultant based on the number of hours/days-worked, upon satisfactory performance and acceptance of the completed work by UNDP.  **Evaluation Criteria**    Method: Cumulative analysis     |  |  | | --- | --- | | Individual consultants will be evaluated based on a cumulative analysis taking into consideration the combination of the applicant's qualifications and financial proposal. The award of the contract should be made to the individual consultant whose offer has been evaluated and determined as:   * Responsive/compliant/acceptable. * Having received the highest score out of a pre-determined set of weighted technical and financial criteria specific to the solicitation.   Only the highest ranked candidates who would be found qualified for the job will be considered for the financial evaluation.   |  | | --- | | **Technical Evaluation:** 70% of total evaluation (maximum 70 points).  Criteria A: Education (maximum 20 points).  Criteria B: Experience (maximum 50 points).   * Secondary Education, preferably with specialized certification in Accounting, Administration and Finance. University Degree in Business or Public Administration, Economics, Political or Social Sciences would be desirable, but it is not a requirement (20 points). * ----- years of progressively responsible administrative or programme experience is required at the national or international level (15 points). * At least ….. years of experience working with the UN System, in particular with UNDP and its mandate is highly desired (15 points). * Excellent knowledge of UNDP guidelines, rules, regulations and policies (10 points). * Experience in the usage of computers and office software packages (MS Word, Excel, PowerPoint, ATLAS, etc.) and advance knowledge of spreadsheet and database packages, experience in handling of web based management systems (10 points).   Only candidates obtaining a minimum of 49 points (70%) on technical part would be considered for the financial evaluation. | |   **Financial Evaluation:** 30% of total evaluation.   |  | | --- | |  |   The following formula will be used to evaluate financial proposal: p = y (μ/z),   * p = points for the financial proposal being evaluated * y = maximum number of points for the financial proposal * μ = price of the lowest priced proposal * z = price of the proposal being evaluated   **Other Considerations**  A completed P 11 Form will be required at the time a consultant signs an Individual Contract (IC). | |
|  | |
| **UNDP is committed to achieving workforce diversity in terms of gender, nationality and culture. Individuals from minority groups, indigenous groups and persons with disabilities are equally encouraged to apply. All applications will be treated with the strictest confidence.** | |

Annex III: Terms of Reference Advisory Panel

***Regional Report on Multi-dimensional Progress for Human Development in Latin America and the Caribbean***

Advisory Panel

Location N/A

Additional Category Poverty reduction, human development and Millennium Development Goals cluster

Background

Over the past 12 years, 60 million people moved out of poverty (as defined by the 4 dollars per day poverty line) in Latin America and the Caribbean and close to 90 million moved into the regional middle classes (as defined by an income of 10 to 50 dollars per day).[[9]](#footnote-9) As progress on income-based poverty has accelerated, so has a demand to re-balance achievements in other dimensions of well-being – including calls for more inclusive social protection systems, higher-quality jobs, equitable distribution of time between men and women in the household, lower commuting time to the workplace, better citizen security on the streets, more environmentally sustainable cities, and citizen empowerment in the community. The imbalance between the income and non-income dimensions of well-being has catalyzed new social and political demands and generated conflicts. The key lesson of this decade is that hard inequalities, exclusions and discrimination do not go away with more economic growth. Furthermore, considering the fact that the rate of poverty reduction has started to decline[[10]](#footnote-10) and that the number of vulnerable people in the region today is about 200 million,[[11]](#footnote-11) the search for strategies to protect social gains already achieved from idiosyncratic and external shocks is also a key priority. Reducing vulnerabilities and building resilience should be at the core of the development agenda.[[12]](#footnote-12)

What can be done, besides fostering growth, to enhance citizen well-being in Latin America and the Caribbean? How to pursue a more balanced development path without falling into the trap of top-down planning or inaction? How to build or further strengthen capabilities that have a cumulative impact over time? What can we learn from actions on the ground?

The past two regional Human Development Reports have focused on critical issues for the region as a whole: inequality (2010) and citizen security (2013). The impact of these reports was widespread. The inequality report positioned this issue as a challenge in terms of inter-generational transmission of inequalities, with a battery of original contributions, both analytical and policy-wise.[[13]](#footnote-13) The citizen security report focused on a critical issue of recent years: the rise of violent and non-violent crime.[[14]](#footnote-14) Both reports were lauded by various social actors in the region for playing an agenda-setting role in the regional debate on these issues.

As 2015 signals the kick-off of a new global development agenda and also the first year under a new UNDP Strategic Plan, the region faces a unique challenge: how to move forward towards social and economic progress in a balanced way by providing the same attention to dimensions that are not usually associated with the conventional growth-based agenda, but are equally important to the region?[[15]](#footnote-15) During the last twenty years the region of Latin America and the Caribbean has proven to be a laboratory of experimentation on a variety of development policies. There has been particular interest in new measures of multi-dimensional poverty.[[16]](#footnote-16) The current initiative will document how far we have gone beyond the income realm, and what issues still need to be tackled on this agenda.

Duties and responsibilities

The Advisory Panel is a technically authorized, socially prestigious and above all, politically respected entity. As a consultative body, it is expected to contribute actively by providing conceptual and political tools to ensure a better understanding of the multi-dimensional progress for human development in Latin America and the Caribbean and, at the same time, to follow up every step taken and progress made in the process, both conceptually and in terms of its implementation and dissemination.

The members of the Advisory Panel will not only provide conceptual and political advice but also, in view of their standing and recognition, they will contribute to a high visibility at the time of the public launching of the Regional Report and the ownership of the recommendations contained therein.

This body is expected to participate substantively in the first meeting scheduled for February 2015 where its members will become acquainted first hand with the project in order to provide their feedback. In addition, the focus is on expanding information, clarifying concerns and providing answers to all the questions related to the Report. Furthermore, UNDP wishes to examine in depth, with members of the Regional Advisory Panel, the corporate policy of UNDP on the Human Development Reports, which is to become a practical roadmap for the process of design, launching, follow-up and impact monitoring.

Likewise, it is expected that throughout the process the members of the Advisory Panel will participate in the exercise to ensure that the Report achieves wide credibility and legitimacy and to achieve the highest political impact in each country, thus promoting dialogue and discussion aimed at creating a wide consensus among the relevant actors in the region.

**Key functions**

* Attend scheduled meetings.
* Take an active part in the proposed agenda.
* Read previously all documents received.
* Contribute to the drafting of a Plan of Action for the Advisory Panel in 2015.
* Support the drafting of a strategy aimed at raising awareness and ensuring cooperation with regional bodies.
* Provide feedback on previously distributed documents.

The Advisory Panel members will benefit from the permanent support and assistance of the project coordinators and managers.

**Final output**

**A wide-ranging process of participation of qualified stakeholders during the stage of design and the commitment by the members during the public launching of the Report.**

* **A Plan of Action for 2015 designed and drafted.**
* **A Strategy of Cooperation with Regional Bodies designed and drafted.**

**Confidentiality Clause**

The members of the Advisory Panel undertake not to convey to individuals or bodies outside UNDP any privileged information that may come to their attention during the performance of their duties as members of the Panel. In addition, they commit themselves to keeping absolute confidentiality regarding all documents of the project before they are officially published.

**Qualifications and experience**

In accordance with UNDP guidelines for the drafting of reports, the Regional Advisory Panel is the main consultative body in charge of advancing the process of conceptual advice, strategic and political support required for the Report to contribute in the best possible way to human development objectives. Thus, the Panel is comprised of well-known personalities of every Latin American and Caribbean country. They all have excellent academic background and experience, they share the ideals and values of the United Nations and, furthermore, they have significant political understanding and commitment to human development in the region.

UNDP is committed to the achievement of diversity among its staff and stakeholders in terms of gender, nationality and cultural background.

Annex IV: Selection criteria for Advisory Panel

***Regional Report on Multi-dimensional Progress for Human Development in Latin America and the Caribbean***

SELECTION CRITERIA AND FUNCTIONS OF THE ADVISORY PANEL

1. **CHARACTERISTICS AND MISSION**

The Advisory Panel will be in charge of the definition of the strategic focus of the Human Development Report (HDR) and it will be comprised of well-renowned, accomplished and knowledgeable social leaders, professionals and academics in different areas related to human development. The main mission of the Advisory Panel is to ensure the independence and quality of the HDR, and to guarantee that its elaboration is the result of a participatory and inclusive process.

1. **ADVISORY PANEL MEMBERSHIP CRITERIA**
   1. A commitment to human development and a comprehensive understanding of the regional and sub-regional reality in areas of interest of the human development paradigm.
   2. Analytical rigour and independent thinking.
   3. Ideological diversity.
   4. Thematic and sectoral multidisciplinarity.
   5. Sound character and serious professional standing.
   6. The number of members should not exceed 40, and gender balance should be ensured.
   7. Members participate on a personal basis and by their own choice, upon the specific invitation of the United Nations Development Programme (UNDP).
   8. Availability to actively support the different stages of the process.
   9. Acceptance and tolerance of diversity of opinion and availability to participate in consensus-building processes.
2. **FUNCTIONS OF THE ADVISORY PANEL**

The key functions of the Advisory Panel are:

* 1. Approve the preliminary structure of the HDR, which will be the basis forthe research that will be used to feed its contents.
  2. Make recommendations on approaches, methodologies and frames of reference that may be used in the course of the research.
  3. Evaluate the progress of research and make recommendations that will contribute to to improve its quality and rigour.
  4. Approve the final documents submitted in the HDR.
  5. Make recommendations regarding the launching, dissemination and coverage strategies of the HDR.

#### IV. WORKING METHODOLOGY

4.1 The Advisory Panel shall meet once every six months, and on a special basis, whenever required.

4.2 The UNDP Regional Bureau for Latin America and the Caribbean (RBLAC) will convene the meetings.

4.3 Participation in the work of the Advisory Panel is non transferrable, except in the case of the Regional Director of RBLAC, whose involvement is institutional. The Deputy Regional Director serves as alternate member.

1. Since it could also be linked to Output 7.7. (SP), indicator 7.7.1 is included in the results framework. [↑](#footnote-ref-1)
2. SEDLAC, 2014, Socio-Economic Database for Latin America and the Caribbean (CEDLAS and the World Bank). [↑](#footnote-ref-2)
3. StatExtrats 2013, OECD and Development Aid at a Glance, 2013 edition, OECD. [↑](#footnote-ref-3)
4. UNDP 2013, Human Development Report: Sustaining Human Progress, New York: UNDP. [↑](#footnote-ref-4)
5. UNDP 2014, *UNDP Strategic Plan 2014-2107*: *Changing with the World*: New York: UNDP. [↑](#footnote-ref-5)
6. Alkire, Sabina and James Foster, 2007, “Counting and Multidimensional Poverty Measures”. OPHI Working Paper # 7, Oxford: Oxford Poverty and Human Development Initiative and Alkire, Sabina and Emma Santos, 2010, “Acute Multidimensional Poverty: A New Index for Developing Countries”, OPHI Working Paper # 38, Oxford: OPHI. [↑](#footnote-ref-6)
7. UNDP, 2014, Strategic Plan (idem). [↑](#footnote-ref-7)
8. Alkire, Sabina and Andy Sumner, 2013, “Multidimensional Poverty and the Post-2015 MDGs”, Oxford: OPHI Briefing Note. [↑](#footnote-ref-8)
9. SEDLAC, 2014, Socio-Economic Database for Latin America and the Caribbean (CEDLAS and the World Bank). [↑](#footnote-ref-9)
10. ECLAC, 2014, *Social Panorama of Latin America 2013*, Santiago: UN Publication. [↑](#footnote-ref-10)
11. See footnote 1. [↑](#footnote-ref-11)
12. UNDP 2013, *Human Development Report: Sustaining Human Progress*, New York: UNDP. [↑](#footnote-ref-12)
13. UNDP, 2010, *Regional Human Development Report* *for Latin America and the Caribbean: Acting on the Future: Breaking the Intergenerational Transmission of Inequality*, New York: UNDP. [↑](#footnote-ref-13)
14. UNDP 2013, *Regional Human Development Report 2013-2014: Citizen Security with a Human Face*, New York: UNDP. [↑](#footnote-ref-14)
15. UNDP 2014, *UNDP Strategic Plan 2014-2017*: *Changing with the World,* New York: UNDP. [↑](#footnote-ref-15)
16. Alkire, Sabina and James Foster, 2007, *Counting and Multidimensional Poverty Measures*. OPHI Working Paper # 7, Oxford: Oxford Poverty and Human Development Initiative and Alkire, Sabina and Emma Santos, 2010, *Acute Multidimensional Poverty: A New Index for Developing Countries*, OPHI Working Paper # 38, Oxford: OPHI. [↑](#footnote-ref-16)