

**UNITED NATIONS DEVELOPMENT PROGRAMME
REGIONAL CENTRE FOR LATIN AMERICA AND THE CARIBBEAN**

ANNUAL PROGRESS REPORT

Project Title	Multidimensional progress for human development in Latin America and the Caribbean
Delivery date:	December 2017
Prepared by:	Alejandro Pacheco & Deborah Sequeira
Award ID:	84774
Regional Programme Expected Outcomes:	Growth and development are inclusive and sustainable, incorporating productive capacities that create employment and livelihoods for the poor and excluded.
Project Expected Outputs:	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)
Executing Entity :	UNDP
Implementation Entities:	Government of Spain
Award ID Start Date:	01/01/2015
Award ID End date:	03/12/2018
Total Project Budget (Award ID):	US \$ 3,802,049.97
Participating Countries:	n/a
Host Country:	Implemented in UNDP NY
Period of the Report:	1 January – 30 November 2017
Total Expenditure 2017:	US\$ 721,250

Brief Description

The overall purpose of the substantive revision of the project 'A Multidimensional Progress Agenda for Human Development in Latin America and the Caribbean' is to complete the production and disseminate the innovative tools proposed by the HDR Report, in conjunction with a select number of other tools which would become the UNDP LAC SDG offer to 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 were not able to get out of poverty, and populations that are today at risk of falling back into poverty. These tools, are embedded in the MAPS framework- in order to land the SDGs within the national priorities, while avoiding fragmentation and preserving an integrated approach.

The 2016 Regional Human Development Report, makes the link between the 2030 Agenda and the region. Published in two volumes (one covering Latin America and the Caribbean and the other covering the Caribbean) it estimates 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 and propose baskets of resilience.

The theoretical analysis of both Reports has been validated: i) at every national launch of the Reports, which included technical discussions with counterparts in more than 16 countries of the region; ii) at the technical workshops held in Bolivia and Guatemala with government representatives from over 20 countries; iii) at the Ministerial Forum in Dominican Republic, where the Declaration of Santo Domingo confirms its pertinence moving forward.

In order to support governments regarding national implementation of the SDGs, a regional network of experts will be constituted and made available at their request. This network, composed of UNDP staff, government officials – who will foster south-south cooperation- and consultants, will receive technical virtual trainings and workshops, which will combine theoretical lessons with hands-on practical cases in real time, according to country priorities.

I) MAIN ACHIEVEMENTS OF THE PROJECT

Description of the main achievements of the Project throughout the year per output
<p>The project's strategy in 2017 aimed at building on the findings of the two volumes of the Regional Human Development Report published in 2016, which were strategically the entry point to initiate a high-level dialogue with Governments on the implementation of Agenda 2030 through the offer of a set of SDG oriented tools: RIA, Combos, PovRisk, etc. which aim at supporting development challenges based on countries priorities. These tools have broadened the understanding of countries alignment, contributions, opportunities, gaps and/or challenges to implement the SDG Agenda through multidimensional and intersectoral approaches and policies. To ensure adequate implementation of the tools the project trained UNDP's staff and Government's officials, and consultants, etc. on one or more tools, establishing a regional network of more than 350 experts.</p> <p>The project's strategy is linked to UNDP's and the UN's corporate SDG strategy. E.g. MAPS approach and missions, High-level follow-up mechanisms for Agenda 2030 (HLFP, NVR, indicator monitoring systems, etc.). In this sense, the project's initiatives do not stand alone, but rather complement other corporate HQ, regional or country offices efforts. This multilevel approach is an opportunity for the project to collaborate and promote synergies among different initiatives and between countries.</p> <p>In support of the UN's MAPS mission approach, the project's SDG tools, consultants and staff, have all served as a platform to prepare MAPS missions to Trinidad and Tobago (March), Aruba (May) and El Salvador (June) and the formulation and post implementation of their roadmaps. Several of the planned MAPS missions during the II semester were deferred to early 2018 due to internal decision-making delays from the Governments and those planned in the Caribbean as result of the hurricanes. Most MAPS mission have entailed the preparation of one or more SDG tools prior to the mission (RIA, light DFA, PovRisk, etc.) as it has been the case of the mission to Aruba for which a RIA+ light DFA were carried out. In preparation to the MAPS mission to Haiti and Dominican Republic, scoping missions were held, and the RIA was carried as the starting point to engage in a dialogue with the government on SDG priorities. For the upcoming MAPS mission to Curacao, planned for February 2018, a PovRisk, RIA and light DFA are also in process. Undertaking a preparatory process on one of the tools - at least a RIA - and a scoping missions to countries prior to MAPS not only sets a much clear path of the Government expectations for the MAPS mission, but allows the Government and UNDP to undertake a thorough analysis to ensure that support during and post mission (roadmap proposal) is adequately tailored to the country SDG opportunities and gaps.</p> <p>With the objective to strengthen capacities to implement these tools at the country level, a twofold training strategy of virtual and scoping mission- trainings was implemented. Three virtual training courses on PovRisk, RIA and Combo and Fiscal toolkit were taught, the first and latter with the option of an advanced level. Registration and the number of participants that approved all three courses has been beyond expectations¹ (PovRisk Advanced: 42, PovRisk Basic 53 and RIA +Combo: 113 approved participants & Fiscal toolkit advanced 40 and basic 70 approved), including Government officials, UNDP staff - in some countries including other UN Agencies, consultants and staff from academic institutions. 25 participants have approved both PovRisk and RIA+Combos courses. The upcoming course on qualitative methodology and analysis, to be taught at the beginning of 2018 is under formulation. As result of the vast interest from different stakeholders in these trainings, a second edition of all three courses is planned for 2018. Likewise, there is interest at HQ level to replicate the virtual trainings to other regions as well as RBLAC's interest in institutionalizing the trainings with a prestigious regional academic institution. e.g. FLACSO. Moreover, a proposal of new trainings or webinars on: SIGOB, localizing the SDG agenda, Agenda 2030 and the private sector, etc. is under consideration for 2018.</p> <p>Additionally, through the three scoping missions held to Haiti (June), Dominican Republic (October) and Cuba (November), more than 40+ government officials on the SDGs and Combos approach from each country were trained. These trainings have promoted intersectoral dialogue among participants setting the ground floor for the MAPS missions in Haiti and Dominican Republic, both planned for December 2017. In the Dominican Republic, the training to the National and Sectorial SDG Committee of the Dominican Republic has led to the preparation of seven proto-Combos to be considered the basis for the MAPS mission dialogue, along with a RIA. One of the project's</p>

¹ <https://app.powerbi.com/reportEmbed?reportId=61bc17d2-927f-4211-9a45-8519fd22b3da>

achievement has been the use of the Combos approach as the starting point for dialogue for MAPS missions and its incorporation in the roadmaps, but also in promoting intersectoral working mechanisms between government national institutions.

The project has established a Network of 500+ regional experts on one or more of the SDGs tools, of which a group of 25 consultants are qualified to provide services to country offices through the SDG 4224 regional Roster. Taking advantage of this network of experts, the CO in Honduras will procure a consultant to support the implementation of a Combo on Chronic Malnutrition in the Zona Lempa and the CO in Curacao to lead a PovRisk analysis, both under RBLAC's guidance.

The RHDR- SDG tools aim to support policy makers' efforts to formulate solutions from a multidimensional and intersectoral approach to implement Agenda 2030 at the national level. In this sense, the project has promoted dialogue around the SDG Agenda and is providing support to approximately 25+ countries in the region. The level of support varies from country to country. The support provided consists either of exploratory missions which help countries to understand the complexity of the SDG agenda and to identify initiatives that may be of their interest according to their national priorities, follow-up missions on SDGs tools progress or expert missions on a specific area of technical assistance on one or more tools. The following are a few examples of the project's approaches with the SDG agenda in the region:

- *Initiating a dialogue on the SDG Agenda:* A mission carried out to Ecuador to brief the transition committee on the SDG Agenda led to the Government interest to incorporate the SDGs in the National Development Plan. At the same time, this mission identified other areas of collaboration: RIA at the municipal level- Quito, fiscal simulation and future interest in Combos, etc.
- *Combos approach at national, territorial and municipal level:* Combos are underway in Paraguay, Honduras and Costa Rica. In Paraguay, a national government programme on anti-poverty for approximately 75 million dollars has incorporated the Combos approach, while in Honduras, taking advantage of a georeferenced beneficiaries registry (CENISS) and within the framework of one of the Government's national poverty reduction programmes "Programa Vida Mejor," the Government is initiating the implementation of a Combo on Chronic Malnutrition in the Zona Lempa. In Costa Rica, an upcoming scoping mission will support the municipality of Curridabat to define a municipal level Combo in the environmental dimension, that eventually aims at incorporating other nearby municipalities.
- *Fiscal and financing realm:* A mission to Guatemala early in the year led to the Government's request of a fiscal simulation in three prioritized sectors: poverty, health and education. The process facilitated greater coordination between the planning and budgeting process, and the Government is interested in exploring a fiscal simulation in the energy sector and to continue strengthening national capacities in the fiscal area in 2018. The approval of the SDG Implementation Roadmap for Jamaica by the Cabinet has broadened the Government's interest into alternative financing mechanisms for the SDG agenda, and UNDP is seeking to provide technical assistance through the different available tools.

In tailoring its support, the project has taken into consideration the inputs from the 11 National Voluntary Report presented at the HLPF in 2016, Member States speeches and inputs at 72 GA side events, and the inputs from regional dialogues, such as the LAC Forum on Sustainable Development, Global Alliance Workshop on SDG 16 pilot countries, etc.

Within the framework of the "Leave no-one behind" approach, in 2017 the project undertook complementary research in different areas that builds on the findings and recommendations of the 2016 RHDR, among these ones are:

- An update of Chapter 2 of the RHDR with data circa 2015 for 15 countries in Latin America on poverty transition². This policy note was the basis for a roundtable dialogue among several countries of the region at the recent Ministerial Forum on Social Development held in October in Montevideo, Uruguay. The project took advantage of this regional dialogue platform to share countries' experiences and lessons learned with the implementation of the SDG toolkits. Honduras and Dominican Republic's administrative

² http://www.latinamerica.undp.org/content/rblac/es/home/library/human_development/cuaderno-de-transiciones-de-pobreza.html

systems have been considered an opportunity for future south-south cooperation with Uruguay and other countries in the region.

- Based on the inputs gathered for Chapter 8 of the 2016 RHDR, and taking advantage of the exemplary capacities of the Human Development Unit in Chile, an agreement of collaboration is enabling the drafting of the regional qualitative analysis report on the perception of progress and the preparation of the training materials for the qualitative methodology and analysis course (one of the SDG tools). So far, three progress reports of the regional analysis have been elaborated, analyzing 42 focus groups from 13 countries in the region. A first draft of the report will be available in December, and it will be followed by a mission in early January to exchange findings and identify key messages on the perception of progress. The report is expected to be launched in March 2018. Parallel to the regional report, country reports produced for the RHDR are being revised and will also be available as a complementary analysis to countries.
- A concept note for the S3 award drafted with the South-South and Triangular cooperation regional team on the preparation of papers which aim at exploring the conditions of indigenous populations suffering from hard exclusions.
- Other efforts in promoting knowledge on hard exclusion areas include the presentation of a gender RHDR paper on “Domestic Workers in MERCOSUR” within the framework of a Regional MERCOSUR ministerial meeting (August 2017).

To ensure that support provided by HQ units, RBLAC (project and other units) and country advisors to country offices is well coordinated, an online database /site (LAPS³) monitors progress/results from each country on the implementation of the SDGs tools and other SDG related initiatives. This database, along with regular spot checks meetings, including country offices, facilitates a smooth tracking of initiatives progress and results achieved.

Another area of support provided by the Project to country offices, specifically Mexico and Cuba, has been methodological and strategic guidance for their National Human Development Report process and concept notes.

The project also provided strategic inputs to the drafting process of UNDP’s new Strategic Plan 2018-2021 with the support of the Senior Economic Consultant and Strategic Advisor, by incorporating the main findings of the RDHR related to poverty and multidimensional approach in the definition of the strategic plan outcome areas. Also, the Dominican Republic’s SDG experience was chosen to best illustrates the “SDG platform” approach.

Planned results that were not achieved

C.3.1. - Please elaborate on ongoing South-South and Triangular Cooperation initiatives implemented through regional projects.

[Please enter as many tables as initiatives]

Please do not report on support provided to SSC/TrC projects implemented by Country offices

Name of the initiative	Scaling up of the Poverty Risk initiative tool				
Type of initiative [tick one]	<input type="checkbox"/> SSC regional project <input checked="" type="checkbox"/> SSC is included among other deliverables of a regional project				
Output ID [Select one] [mandatory]	Start date of implementation [year]	Form(s) of SSC/TrC	Countries involved	Partners involved	Explain how the specific forms of SSC/TrC contributed to the delivery of development results, or why intended results have not been delivered
Dropdown menu	<input checked="" type="checkbox"/> 2017 <input type="checkbox"/> 2016 <input type="checkbox"/> 2015 <input type="checkbox"/> 2014 <input type="checkbox"/> 2013	<input type="checkbox"/> Mainly focused on standalone activities (e.g. exchange visits, study tours, in-country/external workshops)	Dropdown menu	<input checked="" type="checkbox"/> Regional entity <input type="checkbox"/> Global mechanisms or networks <input checked="" type="checkbox"/> National government	One of the project’s underlying objective is to serve as a platform to promote public policies’ best practices and lessons learned among different

³ https://tasks.office.com/undp.onmicrosoft.com/en-US/Home/Planner/#/plantaskboard?groupId=7e475768-e26f-44d0-8acf-54f6a93af38&planId=UO_GRp-yd0yi7YaEZedFIJYAGgGj.

<input type="checkbox"/> 2012 <input type="checkbox"/> 2011 <input type="checkbox"/> before		<input checked="" type="checkbox"/> Provided greater access to 'neighborhood', regional or global knowledge bases on what works and/or doesn't work; <u>Capacity building</u> <input type="checkbox"/> Focused on building national capacity to plan, manage and monitor SSC <input type="checkbox"/> Emphasized tackling policies, laws, regulations hampering SSC; <u>Partnerships</u> <input type="checkbox"/> Focused on building and deepening partnerships with partners from the South or through Triangular Cooperation	<input type="checkbox"/> Subnational government <input type="checkbox"/> Private sector <input type="checkbox"/> CSOs, foundations <input type="checkbox"/> Academic and research institutions <input type="checkbox"/> International Financial Institutions	<p>countries in the region to strengthen the implementation of Agenda 2030 at the national, state or municipal level from a multidimensional and intersectoral approach. The SDGs tools webinars, with participants from more than 25 countries has been the first knowledge generating and exchange forum around development /SDG related initiatives in countries. During the webinars participants from Dominican Republic shared their experience with MPI and IVACC as key national development experiences, while participants from Mexico mentioned their SDG national monitoring mechanisms (indicator oriented).</p> <p>At the policy and decision-making level, the project led a rountable on <i>"Logros Sociales en clave de sostenibilidad"</i> at the recent Social Forum, aiming at sharing countries' experiences with the implementation of the tools, e.g. Guatemala's Planning Minister presented the results of applying the fiscal toolkit in three sectors and how the process has promoted greater institutional coordination among planning and sectorial ministries with the Ministry of Finance. In the case of Honduras, the Director of the National Information Center for Social Sectors (CENISS), presented their beneficiary monitoring program which enables the country to track support to key national programmes and define the support needed for new social programmes.</p>
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B.1.3.b. For GEN0 and GEN1 regional projects, please indicate what actions will be taken at the output level in 2017 under this Regional Programme outcome, to improve resource allocation for gender equality and women's empowerment.

Gender equality and women's empowerment are key components of the project as it is an integral pillar of Agenda 2030. The project benefits from constant gender analysis and feedback provided by the Regional Center Gender Unit. This technical support and constantly forward-looking ways to mainstream gender in the SDG Agenda has led to the joint implementation of following initiatives in 2017:

- Within the framework of Gender Equality week (June 2017), a one-day session to CO gender focal points to increase their knowledge and capacities on SDGs gender equality and mainstreaming as well as overall knowledge on the SDG-related tools (MAPS, RIA, Combos, PovRisk, etc.).
- A review on gender mainstreaming on SDGs tools (RIA, Combo, Fiscal Toolkit, SIGOB and qualitative analysis is being carried out, which should provide concrete and practical recommendations on how to address and measure gender through their implementation.
- The presentation of a RHDR gender paper on Domestic Workers in MERCOSUR within the framework of a Regional ministerial MERCOSUR meeting⁴ in August led to the request from the National Institute for Women and Family in Uruguay to further analyze domestic workers institutional mechanisms and regulatory frameworks in the MERCOSUR region.
- Additionally, a MOU signed between UNDP and ILO to publish a series of documents related to gender and the labor market aims at establishing the ground floor for a regional dialogue to strengthen national public institutions capacities to address gender and economic and labor empowerment policies in Latin America.

III) PROJECT PERFORMANCE

Indicate the progress in the products and activities programmed for the year

Product 1	Tools derived from the Human Development Report (Regional +Caribbean) and other corporate tools to land the SDGs appropriated by governments, civil society and Academia.		
Project ID	92631		
Indicator(s)	At least 5 countries implementing one of the SDGs tools.		
Base Line (s)	No country implementing SDGs tools		
Year Target (s)	2017		
Activity 1.1	Year Target (s)	Indicator (s)	% of achievement
Countries utilize SDGs tools to incorporate multidimensional approach to development policies	2017	<ul style="list-style-type: none"> # of country missions. # of tools implemented. # of policy interventions. SDG progress Ministerial level meeting. 	Q1-Q4 100
Comments			
Activity 1.2	Year Target (s)	Indicator (s)	% of achievement
Establish a regional network of SDG experts to support countries efforts with Agenda 2030.	2017	<ul style="list-style-type: none"> Tools finalized. # of training courses on SDG tools. Regional SDG Network established. 	Q1-Q4 100
Comments			
Activity 1.3	Year Target (s)	Indicator (s)	% of achievement
Follow-up publications on the 2016 RHDR	2017	<ul style="list-style-type: none"> At least 2 reports updated /published. All 2016 RHDR paper published at UNDP website 	Q1-Q4 100
comments			
% of achievement Product 1- 100 %	Year	Comments	
	2017		

⁴ <http://www.uy.undp.org/content/uruguay/es/home/presscenter/articles/2017/08/09/debaten-en-montevideo-situaci-n-de-trabajadoras-dom-sticas-del-mercosur.html>

IV) PROJECT RISKS

No.	Description	Date identified	Type of Risk	Countermeasures adopted
1	Economic constraints rest relevance to SDGs	14/12/16	Political	Propose tools that can be of greater use at times of crisis
2	SDGs are perceived as an imposition over national plans	14/12/16	Political	Formulate combos so that SDGs are subordinate to National Plans
3	Demand exceeds capacity to respond on time	14/12/16	Organizational	Consultants begin action (supervised) while being trained
4	Articulation challenges prevent from an UNDP integrated response	14/12/16	Operational	Intensify virtual interactions
5	Delayed delivery of papers does not allow to update country data during 1 st 4 months	14/12/16	Operational	Penalty clause in the contract
6	The late arrival of Spain's 2017 contribution affects adequate and timely implementation of the project deliverables.	01/09/2017	Operational	Additional temporary TRAC funds allocation provided by UNDP to ensure continuity of the project's commitments and deliverables.

V) MAIN DIFFICULTIES IN THE EXECUTION

NO.	Description	Date identified	Type	Countermeasures adopted
1	Intermittent follow-up from countries offices senior management /programme officers with initiatives identified in scoping missions to countries.	July 2017	Organizational Operational	Frequent follow -up meeting scheduled with Country Advisors and country offices staff to monitor governments' interest or implementation of tools.
2	Lack of socio-economic data and/or poor quality of countries' focus groups transcripts did not allow the inclusion of all available materials for the regional qualitative analysis report (178 focus groups).	August 2015	Substantive	Reconfirm data collected by country offices in 2015, and in cases where transcripts were not available original audio files were requested and transcribed. Unfortunately, due to CO staff rotation, some materials were not recovered. Therefore, a decision was made to limit the analysis to those countries that had social economic status data and a

				legible transcription, thus limiting the analysis to 41 focus groups from 13 countries for the regional report.
3	Rotation of the project's administrative and financial support staff during the 1 st semester of 2017.	February 2017	Organizational	In the transition phase, the project opened a detailed assignment in NY and received temporary assistance from colleagues at the Regional Center in Panama, while it hired an Administrative and Finance Assistant (service contract) based in Panama to ensure support to both the NY and Panama team in line with the project's new management structure.
4	Delays in the transferring of the project's management and funds from Dept. ID B 0812 RBLAC NY to B 0511 Regional Center Panama.	February 2017	Operational	Funds transferred until August 2017 to Dept. ID B 0812 with the support of the Panama team.

VI) NEXT YEAR CHALLENGES (2018)

No.	Description
1	Resource Mobilization – the project has shown very high standards of delivery, but is requiring further financial allocations.
2	Complement the 2016 Regional HDR with further knowledge products (cuadernos) in three key areas: private sector and SDGs; hard exclusions (indigenous people): and perceptions of progress.
3	To ensure that the support provided to countries through the SDGs tools transcends to policy making initiatives, means of financing, south -south cooperation, knowledge building, etc. In this regard, the biggest challenge concerns Government's administrative architecture and ability to break silos (vertical and horizontal).
4	Given the multiple competing pressures and priorities at Country Office level, and considering the previous point regarding Governments, the challenge of the project at the CO level goes beyond the capacity to provide them with technical assistance (consultants, training staff, etc.) and requires COs to embrace some of the opportunities that are being created and build programmes/projects or initiatives with their counterparts. Basically, the initial investment (provided technical assistance, some seed resources, etc.) should enable COs to build ambitious initiatives at the country level that respond to national priorities from a multidimensional lens. This last challenge would most likely continue in 2019.

II) LESSONS LEARNED*

No.	Description	Application
1	The Combos is both an approach and a methodology, as such, for MAPS missions it is vital to carry out a preparatory process to ensure that the approach does not remain superficial-limited to dialogue and priorities analysis in the roadmap, but rather it leads to the implementation of Combos as part of national policies and programmes to support SDG	

	implementation: theory of change, complementary tools, data, etc.	
2	The alliance with the Human Development Unit – Chile CO for the updating of the regional qualitative analysis is a practice that should be encouraged more frequently as it is more cost efficient than procuring external services with the same quality, while it also strengthens our country offices' internal capacities in providing knowledge and support to regional or other CO initiatives.	