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| **Project Title** | ***RPD Outcome 2 Implementation Project: Support to Citizen Participation and Inclusion for Stronger Systems of Democratic Governance in LAC*** |
| **RPD Outcome:**  | **OUTCOME 2 (SP 1).** Citizens’ expectations for voice, effective development, the rule of law and accountability are met by stronger systems of democratic governance. |
| **RPD Expected Outputs:**  | * **RPD Output 2.1.** Institutional capacities and mechanisms for formulating and implementing inclusive public policies enhanced in executive and legislative bodies - at national and sub-national level - for improved participation, representation and accountability (Regional Product).
* **RPD Output 2.2**. Institutions and systems enabled to address awareness, prevention and enforcement of anti-corruption measures across sectors and stakeholders.
* **RPD Output 2.4**. Legal and regulatory frameworks, policies and institutional capacities enabled to combat multiple discriminations (gender and other inequalities) and address emerging issues.
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| **Implementing Agency/Unit:** | UNDP/RBLAC Regional Hub LAC, Panama  |

**Brief Description**

This initiation phase aims to provide basic funding to further develop the project document to support **RBLAC Regional Programme Outcome 2 implementation**: *Support for Citizen Participation and Inclusion for Stronger Systems of Democratic Governance in LAC*. The overall purpose of the project is to promote an **Agenda for Participation and Inclusion** *building capacities for improved citizen participation, representation and accountability with a focus on women, youth, indigenous peoples and afrodescendants for more inclusive political processes and responsive and accountable public institutions.* Upon completion of this initiation phase, the Project Team will develop a full-fledged project document to implement a set of regional initiatives according to RPD Outcome 2 and Outputs set for 2014-2017 to contribute to *Citizens’ expectations for voice, effective development, the rule of law and accountability are met by stronger systems of democratic governance.*

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Programme Period: 2015 (March-June)

Atlas Award ID: 00087394

Project ID: 00094413

Start date: 9th March, 2015

End date: June 9th, 2015

PAC Meeting Date: 27 February 2015

Management Arrangements: DIM

Agreed by (UNDP): Susan McDade, RBLAC Deputy Regional Director …………………….………………………………...

1. **SITUATION ANALYSIS**
	1. ***Context***

After a decade of social and economic progress the LAC region has experienced great transformations but at the same time continues to be the most unequal region in the world. Income, gender, age, ethnicity and place of residence appear as conditioning factors and barriers to accessing basic human rights and enjoying decent living conditions. At the same time, the region has made significant progress towards consolidating systems of democratic governance. Nonetheless, the widespread adoption of democracy as a means for electing political leaders, conducting political processes such as constitutional and legal reforms, as well as public policy making have so far not been aligned with greater capacities of public institutions[[1]](#footnote-1) to give effective responses to citizens’ demands and to the challenges of development processes.

In fact, public opinion polls (e.g. LAPOP, Latinobarómetro) show that citizens in LAC countries overwhelmingly prefer democracy to other forms of government, but a substantial proportion of the population is not particularly satisfied with how the democratic system is performing (56% of people were satisfied in 2012 - LAPOP). The results of these weak democratic governance systems are low expectation and participation of the population, reduced application of the rule of law and low accountability. The delicate political nature of this situation, the progressive internationalization of civil society, and the irruption of social media require a regional positioning of the countries to tackle this issue. Furthermore, limitation of effective dialogue instances preclude improvements in the democratization of the political process, and the creation of a consolidated political and social movement ensuring that the population, individual and collectively, feels represented in all institutions.

Thus, public institutions and political parties require to more effectively channel growing citizens’ demands in an increasingly globalized and changing economic, social and political environment. Empowered citizens – mainly the growing middle class, youth, indigenous and afrodescendant peoples and women – have expressed their dissatisfaction in numerous public demonstrations and social media demanding more from their democracies, institutions, and governments. They demand universal access to high-quality public services, accountability of public institutions and more and inclusive participation in the policy making processes.

What is more, “*institutional conflicts also show that social demands are not only expressed in terms of inequality and social gaps, but also in terms of the chronic inability of institutions to address marginalization and increase inclusion. Regardless of their type of political system, Latin American countries are affected by a structural problem with conflict management that is exacerbated by the incapacity of political and state institutions to identify and respond to society’s needs and demands. (…) Latin America’s chronic institutional weaknesses and high levels of socioeconomic inequality provide fertile ground for cultural mechanisms that maintain inequality*”.[[2]](#footnote-2)

Promoting effective democratic governance systems, practices and principles therefore is critical in addressing structural inequalities affecting LAC societies. As stated in the UNDP Regional Human Development Report for LAC (2010), “*opportunities and access to goods and services are important, but so is the process that enables individuals to play an active role in their own development, and in this way improve their own lives as well as their immediate environment. In this context, (…) reducing inequality in the region must have an impact on households’ objective conditions, on the constraints they face, on subjective aspects that determine individuals’ aspirations for greater autonomy and mobility, and finally, on the quality and the effectiveness of political representation and the state’s redistributive capacity*”.

* 1. ***Target groups and issues***

In terms of its youth population, the LAC region is witnessing an unprecedented demographic window: in 2011, the total population of LAC was 589 million[[3]](#footnote-3), of which 156 million were young people between the ages of 15 to 29, accounting for 26% of the population[[4]](#footnote-4).Despite this, young people’s basic needs are still not met, with poverty and extreme poverty affecting around 25% of young people between the ages of 15 to 29)[[5]](#footnote-5), access to education is still a privilege for most with only 35% of 15 to 29-year-olds attending school and access to decent employment is still not a reality for seven million young people between the ages of 15 to 24[[6]](#footnote-6), making them also more vulnerable to an increasingly insecure and violent environment.

Thus, there is growing evidence of low levels of youthparticipation not only in elections, political parties, parliaments and Civil Society Organizations (CSOs), but even more so in public policy formulation. In reviewing UNESCO’s literature on youth, it is noted that most young people in LAC are not joining existing civil movements and organizations (barely 5 to 20% participate, depending on the country and most of them in sports or religious organizations)[[7]](#footnote-7). Also, inadequate or insufficient[[8]](#footnote-8) representation of youth and their diversity in public institutions and political processes, such as elections, parliament, public administration and political parties has an impact on the democratic quality of the aforementioned institutions and processes. In 2013, UNDP analyzed the composition of 25 parliaments in the region and found that the average representation of under-30-year-olds in parliament was 1,63% and the average representation of under-40-year-olds in parliament was 15,51%, with Ecuador having the highest amount of young parliamentarians in the region (34,31%). The analysis concluded that in LAC almost 85% of national parliamentarians are over 40 years old.

In Latin America there are more than 800 indigenous peoples accounting for a population of close to 45 million. Their immense socio-demographic, territorial and political diversity arrays from peoples living in voluntary isolation to large urban settlements. Indigenous peoples, and to almost the same extent afrodescendants, have been largely left out of the progress made in terms of socio-economic development: these populations remain among the least educated and unhealthy populations and disproportionally suffer from the effects of environmental degradation and natural disasters. In addition, the fact that economic growth in the region is highly dependent on poorly governed natural resources and international prices for them has put considerable pressure on indigenous peoples’ territories and generated many of the socio-environmental conflicts in the region that remain unresolved. Furthermore, despite the positive developments in terms of establishing legal and policy frameworks that advocate for the full and effective participation of indigenous peoples in matters of their concern, indigenous peoples and afrodescendants continue to face systemic discrimination and exclusion from political and economic decision-making and governance processes,.

Indigenous and afrodescendant women face even greater barriers to participate in public spaces: discriminatory practices exist at every level of society - from the family, to the community, to the state level - and have prevented further progress towards overcoming their social and political marginalization as well as economic exclusion. Indigenous and afrodescendant youth also face a number of challenges that hinder their full participation in public spaces: firstly, the category of youth is defined not just by age but by family and community responsibility, and secondly, the authority, knowledge and wisdom to handle complex challenges of public and social policy are still associated with age. However, a new generation of youth is increasingly and significantly participating in social movements and the use of information and communication technologies (ICTs), both at the community and national level, give them voice like never seen before.

In spite of much progress, the participation of women in the decision-making processes is still low and far from reaching parity, although the fact that there is undeniable evidence that the incorporation of women into decision-making processes increases economic growth and strengthens democratic governance. Data from 2013 from the Inter-Parliamentary Union (IPU) shows that the percentage of women in Latin American parliaments has risen to 22%, while in the Caribbean it barely reaches 13%. In terms of the executive power, a 23% of women hold ministerial positions in Latin America and in the Caribbean female ministers only represent 14%. Women’s participation in subnational governments is still the lowest, moving from an average of 5% of women in subnational executive positions in 1998 to 11% in 2012. At the present rate, it would take 30 years to attain the critical mass of women needed in such positions. The region needs to work towards achieving faster progress in terms of making up for these obvious gender gaps, mainly through the reduction of gender inequality and by promoting women’s empowerment in all areas.

Elections in the region have been conducted in a free and transparent way as determined by international and national observations. However, further capacity strengthening of Electoral Management Institutions (EMBs) in the region is needed to increase the representation and participation of women, youth, indigenous peoples and afrodescendants in legislative and executive functions as well as in political parties at the national and local level. Solid institutional capacities of electoral bodies are instrumental for the strengthening state-citizens relations and foster inclusive political participation. This is key for the building effective and inclusive states and durable peace. Where the state has the capacity to fulfil its mandate, deliver on its functions and meet public demands, the population is more willing to engage with it and participate. Partnerships and regional initiatives have to be promoted to create spaces for more youth participation and inclusion, as well as for improving indigenous peoples and afrodescendants to participate meaningfully and freely, respecting their right to free, prior and informed consent.

What is more, the LAC region is widely affected by a lack of accountability and transparency in the public and private sphere which can be categorized as an endemic problem as it affects – directly and indirectly - a very high number of people. This phenomenon is a symptom of institutional weakness and leads to inefficient economic, social and political processes and systems which in turn limit human development and undermine the legitimacy of governments. Corruption is clearly identified by the region’s population as one of the major obstacles hindering democratic governance and has been reflected in the Corruption Perceptions Index (CPI)[[9]](#footnote-9) of Transparency International sending a clear message to governments and the private sector. It is now generally accepted that transparency in democratic governance is an essential element and the more informed citizens are about how their democratically elected governments make decisions, the more meaningful the role they will play in policy dialogue with their governments and elected representatives[[10]](#footnote-10). These weaknesses motivate citizens, specially middle classes and youth, to call for a stronger and fairer application of the rule of law, improved accountability and transparency systems, and the strengthening of citizens’ participation, particularly with regards to basic social service delivery and the management of public goods (as water and sanitation, transportation, health, and/or education), usually provided by local governments

Despite the increase in the number of countries that have adopted laws on access to public information, improved their public procurement systems or join international initiatives, no clear progress on the above-mentioned key issues has been achieved. In many countries, the political will to fight corruption is very weak and the capacity to enforce laws remains work in progress, including the oversight and enforcement capacity of anti-corruption agencies[[11]](#footnote-11). The 2014 Perceptions Corruption Index elaborated by Transparency International[[12]](#footnote-12) identifies huge differences and asymmetries between the countries of the region - even if they have adopted transparency laws. In general, a stagnation in terms of fighting corruption in the ratings of Latin American countries is appreciated, which means a lost year in the process of strengthening state institutions and improving quality of life for citizens. [[13]](#footnote-13)

Furthermore, corruption is a multi-dimensional problem that requires cross-cutting approaches for prevention, detection and sanctioning. For instance, Conflicts and citizen insecurity in the region are often related to inefficiency or weaknesses of public institutions in implementing and enforcing norms or in addressing emerging governance issues. The Regional Human Development Report[[14]](#footnote-14) identify corruption as one of the institutional vulnerabilities in citizen security, reflecting a parallel association between countries with relatively low crime rates and low corruption rates like in Chile, Uruguay, Costa Rica and Panama. In contrast, in countries with high violence and crime, bribes are relatively high like in Mexico, Guatemala, Honduras, Venezuela and Colombia.

Extractive industries (oil and mining) are a major source of economic growth in the region (35.7% of exports in 2011, with a growing share since 2000[[15]](#footnote-15)). This is the case not only in traditional mining and oil countries such as Bolivia, Peru, Chile, Ecuador, Trinidad and Tobago, and Venezuela, but increasingly so in other countries like Belize, Colombia, the Dominican Republic, Guatemala, Jamaica, and Paraguay. However, in many countries public control of extractive industries is weak due to lack of effective regulatory frameworks or institutional capacities. Local communities, in particular indigenous peoples, are the most vulnerable people in such contexts, having for the most part no access or limited access to processes of consultation and consent and effective remedies.

Local governancerepresents a fundamental building block for broader and improved democratic governance framework, more quality public policies, inclusive decision-making processes, public accountability and sustainable human development. The role of local governance systems as a key institutional factor in promoting local sustainable development, equality, inclusion and peaceful transitions has been recognized by many developments partners in recent global and regional fora. The simultaneous eradication of poverty and significant reduction of inequalities, including on the basis of gender, ethnic origin and age, requires effective service delivery and equitable access to local opportunities. As stated by the ongoing Integrated Local Governance and Local Development Strategy(LGLD), *‘the mechanism and channel for service delivery and local opportunities, lies with local governance and administration systems, which in many countries are besieged with challenges*’[[16]](#footnote-16).

In Latin America and other parts of the world, many sub-national governments still lack the necessary capacity to apply public policy tools, which allow for better planning, budgeting, resource mobilization and service delivery. The situation is worse in countries that have not effectively clarified the division of functions between local sectoral institutions and local governments[[17]](#footnote-17). Notwithstanding these challenges, in countries where sub-national governments are provided with the necessary support to operate in a well-coordinated manner – Bolivia, Ecuador, and Chile, for instance – sub-national governments have been able to demonstrate leadership to respond to municipal challenges, as well as leading in the implementation of the MDGs and are potentially critical players in the context of the the Post-2015 development agenda.

The strategy for participation and inclusion includes an approach with a set of integrated activities through which UNDP would optimize its support to governments participation and engagement is closely linked to the importance of including all stakeholders, recognizing the heterogeneity that exists at all levels: among citizens, civil society, governments and the private sector. The inclusion of the full diversity of stakeholders, means paying specific attention to the inclusion of all voices, particularly women and girls, with a particular focus on marginalized groups.

As stated in the LAC RPD 2014-17 (p. 9) “*the key challenges in the region are connected with (a) enhancing citizens’ representation – in particular that of women, youth, indigenous peoples and Afro-descendants; (b) strengthening mechanisms for political and socio-economic dialogue to expand citizens’ participation for inclusive public policies; (c) reinforcing public institutions to make them more responsive, transparent and accountable; and increasing capacity to promote democratic governance systems, strong rule of law institutions and human rights principles, with a particular focus on citizen security, extractive industries and the role of the private sector for sustainable human development*.” The Caribbean region shares these concerns, with a strong demand for inclusive growth, sustainable public policies, expanded participation by women and youth and improved citizen security.

1. **STRATEGY**

*Strengthen* *inclusive and effective democratic governance* is one of the three UNDP areas of work as defined in the new Strategic Plan 2014-2017 (SP). To support countries to strengthen inclusive and effective democratic governance – UNDP will assist programme countries to maintain or secure peaceful and democratic governance. UNDP will cooperate with countries by assisting public institutions to respond to citizens expectations, while bringing together our ability to advocate, advise, promote dialogue, achieve consensus and build institutional and actors’ capacities, to expand citizens’ participation paying special attention to the inclusion of marginalized groups.

UNDP will assist countries in promoting inclusive political processes to systematically target key obstacles contributing to the exclusion and disempowerment of marginalized groups such as women, youth, indigenous peoples, afrodescendants, persons with disabilities, LGBTI, and others. UNDP will promote spaces for dialogue, consensus building, coordination and action across different groups and sectors while promoting economic, political, social, civil and cultural rights to reduce discrimination against marginalized groups and encourage their full participation in governance processes.

The SP identifies as priorities in this key area of contribution: paying special attention to enabling major governance processes, such as electoral processes; strengthening democratic governance systems and multi-stakeholder dialogues for social inclusion and more equitable access to public goods and services; access to justice and adequate citizens security and rule of law conditions; as well as the promotion of ICT and innovative solutions for more accountable, effective and open governance systems, enhancing national capacities and contributing to the full engagement and participation of traditionally excluded groups, or poorly represented in national and subnational decision-making processes and public institutions.

To strengthen inclusive and responsive democratic governance in the region it is strategic to advance an Agenda for Citizens’ Participation and Inclusion. This means to further develop institutional capacities and mechanisms for citizens’ participation, empower citizens and promote emerging leadership with a focus on women, youth, indigenous peoples and afrodescendants to improve representation and accountability, and overcome discrimination, marginalization and exclusion. In this regard, local authorities and their associations are important actors for change in reducing poverty and in promoting human rights and democracy, good governance and sustainable development at local level. Alongside central governments and in partnership with civil society organizations, local authorities at different levels play an important role in the provision of basic services, supporting inclusive growth, and increased social cohesion[[18]](#footnote-18).

Therefore, for UNDP the priority is to work with public institutions (executive, legislative and the judicial branch) at the national and sub-national level - as well as the elections authorities and national human rights institutions (NHRIs) to expand and improve citizens’ participation and to build transparent and accountable systems to contribute to human development policies, poverty reduction and to manage vulnerabilities with regards to emerging issues, such as extractive industries. Specific attention needs to be paid to increasing demands from affected populations to ensure fair distribution of benefits from the exploitation of natural resources, and, in the case of indigenous peoples on whose territories and lands natural resources are often located, and promote the respect and protection of their rights, including their free, prior and informed consent.

This project will contribute to this outcome by interventions and products aligned to the following three RPD outputs:

* **Output 2.1. Institutional capacities and mechanisms for formulating and implementing inclusive public policies enhanced in executive and legislative bodies – at national and sub-national level – for improved participation, representation and accountability**.

Interventions will provide policy support and technical assistance to national initiatives upon demand from Country Offices, elaborate policy analysis and regional knowledge products to contribute to agenda setting and advocacy for participation and inclusion, promote multi-stakeholder dialogue mechanisms, promote measures across sectors and jointly work among networks and strategic partnerships (within and outside UNDP and the UN System), promote multi-level governance mechanisms, enhance national management capacities of public institutions and adopted mechanisms for inclusive policy dialogues and policy formulation and implementation as well as stimulate innovation and facilitate knowledge sharing and exchange experiences through South-South and Triangular Cooperation (SSC and TrC).

Support to citizens’ participation will be prioritized to improve urban and local governance and inclusive local development in line with the UNDP Strategy for Local Governance and Local Development (LGLD); and capitalizing on the already existing experiences, good practices and lessons learned in the region on territorial approach and local governance. UNDP intends to facilitate locally-driven territorial development processes that empower local actors, facilitate participatory processes and stimulate inclusive development. Close articulation with the national level development policies as well as equal dialogues with international development partners will contribute to creating resilient and empowered territories. It will also build upon the dialogues on the localization of the Post-2015 agenda to keep empowering local governments and civil society participation in decision making process also at the local level.

To advance the agenda for participation and inclusion, partnerships with Electoral Management Institutions (EMBs) in the region will be expanded towards developing capacities for increased representation of women, youth, indigenous peoples and afrodescendants on legislative and executive functions at the national and local level. It will also build bridges between the different actors and stakeholders to promote state-society relations and inclusive political participation, with special focus on the local level. Partnerships and regional initiatives will be promoted for youth participation and inclusion, as well for improving indigenous rights – in particular the right to free, prior and informed consent - and inclusion of afrodescendants. The project will also capitalize on the already established partnerships, networks and processes with local and regional governments (LRGs) and local governments associations and stakeholders in order to promote a dynamic transformative partnership from the bottom up.

* **Output 2.2. Institutions and systems enabled to address awareness, prevention and enforcement of anti-corruption measures across sectors and stakeholders**

Citizens demand more effective and transparent public policy implementation. Today more than ever, a trusted relationship between governments and an empowered civil society at the local level are fundamental building blocks to achieve transparency and accountability on a national scale.

Policy support and technical assistance on transparency, accountability and anti-corruption measures will be provided with the support of the UNDPGlobal Anticorruption Initiative (GAIN) upon national and local demands. Open government and access to information will be promote in collaboration with OGP. Capacity development actions will be conducted to enhance institutional and citizens monitoring capacities for improved access to information, accountability, transparency and social auditing as well as to promote the exchange of innovative experiences through South-South and Triangular Cooperation (SSC and TrC). The activities will address transparency and accountability issues at the national and sub-national level as a means of strengthening democratic governance, improving service delivery, making policies more responsive to people’s needs and promoting ethics and oversight of decisions and policies. The project will provide support to Country Offices and their anti-corruption and transparency initiatives through: policy advice, capacity building, and knowledge sharing of best practices, and the promotion and support to other regional activities that facilitate networking and advocacy.

* **Output 2.4. Legal and regulatory frameworks, policies and institutional capacities enabled to combat multiple discriminations (gender and other inequalities) and address emerging issues**

Policy analysis, technical assistance, agenda setting and advocacy to overcome inequalities, exclusion and multiple discrimination of target groups will be provided. Partnerships with effective National Human Rights Institutions (NHRIs) and Ombudsman offices are important links between governments and local populations in so far as they help bridge the “protection gap” between the rights of individuals and the responsibilities of the state.[[19]](#footnote-19) Policy support and technical assistance will be provided to Country Offices to support their national initiatives to overcome discrimination against marginalised groups such as women, youth, indigenous peoples and afrodescendants.

Among the emerging development issues policy dialogues for inclusive growth and transparency on extractive industries will be promoted with a focus on local governance, local communities and indigenous peoples’ rights, including the right to free, prior and informed consent. Capacities of national and local actors from civil society, affected populations, especially indigenous peoples the public and private sectors and National Human Rights Institutions (NHRIs) will be developed to promote the implementation of the business and human rights principles, especially with relation to extractive industries. Good and innovative practices will be systematized and exchanges of experiences promoted through South-South and Triangular Cooperation (SSC and TrC).

UNDP’s engagement on business and human rights is multi-fold. UNDP views the business sector as having a critical role to play in fostering inclusive growth by advancing business models that can be particularly positive for development. In addition, UNDP is committed to achieve sustainable development goals through a human rights-based approach, including in its engagement with businesses. As a member of the UN system, UNDP promotes the implementation of the UNGP, and contributes to further advancing an approach that goes beyond traditional concepts of corporate responsibility and includes the specific protection of marginalized groups such as indigenous peoples. To this end, UNDP in the region has taken a very active role on the issue of business and human rights by engaging in a number of major events and processes that aimed to promote the UN Guiding Principles on Business and Human Rights (2011, UNGP) and foster the relationship between the business and development community.

The UNGP represent the first normative framework that clarifies the responsibility of States and business enterprises in relation to the impact of business activities on the enjoyment of human rights. The UNGP provide authoritative guidance and a concrete definition of the State duty to protect human rights in the context of business activities, the business responsibility to respect human rights and the need to ensure effective access to remedies for individuals whose rights have been violated (the UN “Protect, Respect and Remedy” Framework).

For the effective implementation of human rights norms and standards within the context of business NHRIs may play a vital role in monitoring the grievance procedures and/or redress mechanisms, and in managing or overseeing mediation and arbitration efforts alongside the relevant national bodies (judiciary, specialized ministries and local governments). At the backdrop of the UN Guiding Principles and to timely address and remediate human rights violations emanating from the activities of businesses, individual NHRIs must *inter alia* integrate these norms and standards into their national strategies, undertake national baseline studies to map the current situation and facilitate gap analysis, roll-out a business and human rights education programme and provide ongoing support to rights-holders; advise on legal reform, handling business-related complaints, outreach and engagement with business and human rights issues, and facilitate dialogue between states, companies and communities, whose human rights have been impacted by corporate activities. This in turn also allows for communities and individuals concerned to claim their rights while allowing transformative change to take place.

**III. RESULTS AND RESOURCES FRAMEWORK**

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| **Intended Outcome as stated in the Regional Programme Document (RPD): Outcome 2:** Citizens expectations for voice, effective development, the rule of law and accountability are met by stronger systems of democratic governance (SP outcome 2). |
| **Outcome indicators as stated in the RPD Results and Resources Framework, including baseline and targets:****Indicators: 2.1.**Level of trust in democracy and key democratic institutions (executive, legislative, judicial, electoral and law-enforcement institutions) measured in opinion polls (Regional indicator) **2.2.** Voter turnout, disaggregated by sex, age and excluded groups (SP indicator 2, outcome 1) **2.3.** Coverage of HIV and AIDS services disaggregated by sex, age, urban/rural and income groups (SP indicator 2, outcome 3) **2.4.** Youth (under 30 and under 40), indigenous people and Afro-descendants in parliament, disaggregated by gender (Regional indicator) |
| **Partnership Strategy:** UNDP (BPPS, RBx, RSCs, COs), UNS agencies, Governments, NGOs, Universities, Think-tanks, private sector, CSOs, regional/ subregional multilateral organizations such as OAS, CELAC, UNASUR, SEGIB, OIJ. |
| **Project title:** Support for Citizen Participation and Inclusion for Stronger Systems of Democratic Governance in LAC**ATLAS Award:** |
| **INTENDED OUTPUTS** | **OUTPUT TARGETS FOR 2015/2017** | **INDICATIVE ACTIVITIES** | **RESPONSIBLE PARTIES** | **INPUTS** |
| **Output 1 (RPD. Output 2.1.):** Institutional capacities and mechanisms for formulating and implementing inclusive public policies enhanced in executive and legislative bodies – at national and sub-national level – for improved participation, representation and accountability**Indicators:** 1.1. Level of trust in democracy and key democratic institutions (executive, legislative, judicial, electoral and law-enforcement institutions) measured in opinion polls. 1.2. Voter turnout, disaggregated by sex, age and excluded groups.1.3. Youth (under 30 and under 40), indigenous people and Afro-descendants in parliament, disaggregated by gender. |  | * Develop a support package[[20]](#footnote-20) on inclusive participation of target groups[[21]](#footnote-21) to expand their political participation in public policy and electoral cycles.
* Provide policy support and technical assistance to promote an Agenda for Citizen Participation and Inclusion, including South-South and Triangular Cooperation.
* Generate policy analysis, capacity development tools and regional knowledge products to contribute to agenda setting and advocacy for citizen participation and inclusion, accountable national and sub-national institutions.
* Develop capacities of electoral authorities, political parties and counterparts (executive and legislative institutions at national and local level) to expand participation and representation of target groups.
* Promote multi-level, multi-stakeholder and intergenerational dialogue mechanisms and capacities for more inclusive and effective public policies and service delivery at the national and subnational levels.
 | RBLAC Hub Center PANAMA |   |
| **INTENDED OUTPUTS** |  | **INDICATIVE ACTIVITIES** | **RESPONSIBLE PARTIES** | **INPUTS** |
| **Output 2 (RPD. Output 2.2.):** Institutions and systems enabled to address awareness, prevention and enforcement of anti-corruption measures across sectors and stakeholders **Indicators:**2.1. Number of countries that mainstreamed UNCAC and anti-corruption in national development strategies and programmes; 2.2. Number of anti-corruption institutions with measures in place to prevent corruption; 2.3. Existence of transparency and accountability measures to prevent corruption risk in national extractive sectors; 2.4. Number of countries that engaged multi-stakeholder networks, including youth, women and civil society networks, in social accountability initiatives at the local and national level. |  | Promote the Transparency and Accountability Agenda in the region strengthening civic engagement. | RBLAC Regional Hub PANAMABPPS *Global Anticorruption Initiative* (GAIN) |  |
| **INTENDED OUTPUTS** |  | **INDICATIVE ACTIVITIES** | **RESPONSIBLE PARTIES** | **INPUTS** |
| **Output 3 (RPD. Output 2.4)** Legal and regulatory frameworks, policies and institutional capacities enabled to eliminate multiple discriminations (gender and other inequalities) and address emerging issues (such as extractive industries and others) **Indicators:**3.1. Level of implementation of international human rights obligations (UN Treaty Bodies and UPR).3.2. Number of new policies and programmes tackling different form of discrimination approved.3.3. Number of countries adopting laws and policies on prior consultation/FPIC. 3.4. Number of countries and companies adopting B&HR principles in policies and laws. |  | * Provide technical assistance and generate policy analysis to contribute to agenda setting and advocacy to overcome multiple discrimination and marginalization with a focus on target groups.
* Promote indigenous peoples rights (FPIC) and local communities benefit-sharing in extractive activities by creating spaces for dialogue and participation.
* Enhance the capacities of indigenous peoples and affected populations, national institutions, in particular National Human Rights Institutions and concerned ministries (mining, environment, culture, indigenous affairs) as well as companies, to promote, respect and monitor the implementation of the business and human rights principles.
 | RBLAC Regional Hub PANAMA |  |

**IV. ANNUAL WORK PLAN 2015**

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| EXPECTED OUTPUTSAnd baseline, indicators including annual targets | PLANNED ACTIVITIESList activity results and associated actions | TIMEFRAME | RESPONSIBLE PARTY | PLANNED BUDGET |
| Q1 | Q2 | Q3 | Q4 |  | FundSource | Budget Description | Amount |
| **Output 1 (RPD. Output 2.1.):** Institutional capacities and mechanisms for formulating and implementing inclusive public policies enhanced in executive and legislative bodies – at national and sub-national level – for improved participation, representation and accountability**Indicators:**1.1. Level of trust in democracy and key democratic institutions (executive, legislative, judicial, electoral and law-enforcement institutions) measured in opinion polls. 1.2. Voter turnout, disaggregated by sex, age and excluded groups.1.3. Youth (under 30 and under 40), indigenous people and Afro-descendants in parliament, disaggregated by gender. | ACT 1: Support the organization of the Summit of the Americas Youth Forum in Panama (7-9 April 2015) to promote the Agenda of Participation and Inclusion for Youth in LAC  | x | x |  |  | RBLAC,RegionalHub PANAMA | RBLACTRAC | 71200 Intl. Consultant  | **10,000** |
| 71600 Travel |  **35,000** |
| 74200 Audio Visual & Print | **5,000** |
| ACT 2: Contribute to the implementation of the Ibero-American Youth Programme to promote the Agenda of Participation and Inclusion for Youth in LAC  | x | x |  |  | RBLAC,RegionalHub PANAMA | RBLACTRAC | 75700 Training, Workshop & Conference | **30,000** |
| ACT 3: Complete Regional Project Document – PRODOC for Outcome 2 (SP/RPD 2014/2017) to support implementation of promoting an Agenda for Citizen Participation and Inclusion with a focus on Women, Youth, Indigenous Peoples and afrodescendants (prioritizing political and electoral participation at the national and subnational level) | x | x |  |  | RBLAC,RegionalHub PANAMA | RBLACTRAC | 71600 Travel74500 Miscellaneous | **5,000****5,000** |
| ***TOTAL*** |  |  | ***90,000*** |  |  |  |  |

**V. Management Arrangements**

Project Manager

Project Board

Beneficiary Representatives

Executive / Senior Supplier

Development Partner / Supplier

Project Assurance

Project Support

Project Organization Structure

This project will be managed as part of the regional programme implementation by Regional Cluster A – Democratic Governance, Peacebuilding and Conflict Prevention in Panama.

The project will be directly implemented by UNDP in the Regional Center in Panama with the support of Country Offices and other UN Agencies.

Annual work plans will be prepared by the Project Manager with support from Policy Advisors and Programme Specialists to be presented and approved by the Project Board.

Project Assurance will support the Project Manager in carrying out an appropriate project management and will ensure appropriate project management milestones are managed and completed. Project Assurance will be independent of the Project Team. A Programme Specialist from a different Team typically holds the Project Assurance role.

The Project Manager is responsible for day-to-day management and decision-making for the project. The Project Manager’s prime responsibility is to ensure that the project produces the results (outputs) specified in the project document. The Implementing Partner appoints the Project Manager. Prior to the approval of the project, the Project Developer role is the UNDP staff member responsible for project management functions during formulation until the Team Leader is in place.

The Project Support role provides project administration, management and technical support to the Project Manager. It is necessary to keep Project Support and Project Assurance roles separate in order to maintain the independence of the latter.

**Monitoring Framework and Evaluation**

In accordance with the UNDP Programme and Operation Policies and Procedures, (POPP) 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 DG Coordinator, 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 DG-LAC Coordinator. 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 Evaluation Unit 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**

**1. Countries participating**

***For each country participating in the regional project is due to put a paragraph allusive to the Standard Basic Assistance Agreement, as follows:***

The governments of the countries participating in this regional project are: Belize, Colombia, Nicaragua, Panamá, Puno y Uruguay

***If the countries have signed the*** [***Standard Basic Assistance Agreement (SBAA)***](http://intra.undp.org/bdp/archive-programming-manual/docs/reference-centre/chapter6/sbaa.pdf)***, the following standard text must be quoted:***

This project document shall be the instrument referred to as such in Article 1 of the SBAA between the Government of (country 1) and UNDP, signed on (date).

This project document shall be the instrument referred to as such in Article 1 of the SBAA between the Government of (country 2) and UNDP, signed on (date).

This project document shall be the instrument referred to as such in Article 1 of the SBAA between the Government of (country 3) and UNDP, signed on (date).

This project document shall be the instrument referred to as such in Article 1 of the SBAA between the Government of (country N) and UNDP, signed on (date).

Etc.

***If the countries have not signed the SBAA, the following standard text is quoted:***

The following paragraph applies to the following countries: Country 1, Country 2, Country 3, etc.

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

**2. Implementing agency**

The implementing agency of this regional project will be the UNDP itself, represented by its Regional Hub in Panama.

The responsibility for the safety and security of the Regional Hub and its personnel and property, and of UNDP’s property in the Regional Hub custody, rests with the Regional Hub.

The Regional Hub shall:

1. put in place an appropriate security plan and maintain the security plan, taking into account the security situation in the country where the regional project has its headquarters.
2. Assume all risks and liabilities related to the Regional Hub 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 Regional Centre agrees to undertake all reasonable efforts to ensure that none of the UNDP funds received pursuant to the Project Document are used to provide support to individuals or entities associated with terrorism and that the recipients of any amounts provided by UNDP hereunder do not appear on the list maintained by the Security Council Committee established pursuant to resolution 1267 (1999). The list can be accessed via <http://www.un.org/Docs/sc/committees/1267/1267ListEng.htm>. This provision must be included in all sub-contracts or sub-agreements entered into under this Project Document.

**ANNEXES**

**ANNEX 1: OFFLINE RISK LOG**

|  |  |  |
| --- | --- | --- |
| **Project Title: Support to Citizen Participation and Inclusion for Stronger Systems of Democratic Governance in LAC** | **Award ID:** | **Date: February 2015** |
| **#** | **Description** | **Date Identified** | **Type** | **Impact &****Probability** | **Countermeasures /Mgt response** | **Owner** | **Submitted, updated by** | **Last Update** | **Status** |
| **1** | Due to changes in national contexts, policies and institutions, implementation of planned results of interventions could be hindered  | January 2015 | Political | P =3I = 3 | Maintain permanent and fluid communication with UNDP focal points.Support COs in advocacy for the sustainability of processes facilitated  | Project Manager | Project Manager |  |  |
| **2** | Due to the decrease in funding and resources from Official Development Cooperation, the project could delay/stop the implementation of its activities | January 2015 | Financial | P =3I = 3 | Focus resource mobilization on priority activities | Project Manager | Project Manager |  |  |

1. UNDP reports (2004; 2010; 2011; 2014) on *Democracy, Citizenship and the State* [↑](#footnote-ref-1)
2. UNDP (2013) *Understanding Social Conflict in Latin America* [↑](#footnote-ref-2)
3. World Bank: <http://data.worldbank.org/country/LAC> [↑](#footnote-ref-3)
4. UNFPA/ECLAC (2011) *Informe Regional de la población en América Latina y el Caribe. Invertir en Juventud* [↑](#footnote-ref-4)
5. *Ibid.* [↑](#footnote-ref-5)
6. ILO: <http://www.ilo.org/global/about-the-ilo/newsroom/news/WCMS_170432/lang--en/index.htm> [↑](#footnote-ref-6)
7. <http://unesdoc.unesco.org/images/0018/001880/188003S.pdf>, in Spanish only [↑](#footnote-ref-7)
8. ECLAC (2008) *Situación y Desafíos de la Juventud en Iberoamérica* <http://www.oei.es/pdfs/ica.pdf> [↑](#footnote-ref-8)
9. <http://www.transparency.org/research/cpi/overview> [↑](#footnote-ref-9)
10. “Does Transparency have a Payoff for Democratic Governance and Human Development? Exploring Initial Evidence from the Case of Latin America and the Caribbean”. Working Document, Panama: UNDP Regional Centre for Latin America and the Caribbean. [↑](#footnote-ref-10)
11. UNDP Global Anti-Corruption Initiative (GAIN) 2014-2017 [↑](#footnote-ref-11)
12. http://www.transparency.org/cpi2014/results#myAnchor1 [↑](#footnote-ref-12)
13. “Corruption in the Americas: the Good, the Bad and the Ugly?” 2014 Corruption Perceptions Index. Transparency International [↑](#footnote-ref-13)
14. UNDP Regional Human Development Report. Citizen Security with a Human Face: Evidence and Proposals for Latin America, 2013 [↑](#footnote-ref-14)
15. World Bank Indicators [↑](#footnote-ref-15)
16. UNDP Umbrella Programme on Integrated Local Governance and Local Development (LGLD) - *Crossing the Bridge* [↑](#footnote-ref-16)
17. UNDP (2012) *Strengthening Local Government Capacities in Southern and Eastern Africa. Local Governance Proposals* (PROLOGO), External Evaluation in Latin America, Panama [↑](#footnote-ref-17)
18. Commission to the European Parliament, the Council, the European Economic and Social Committee and the Committee of the Regions (May 2013) *Empowering Local Authorities in partner countries for enhanced governance and more effective development outcomes*, Brussels [↑](#footnote-ref-18)
19. UNDP Peru, for example, supports the Office of the Ombudsman to broker spaces for intercultural dialogue between regional and local authorities and indigenous peoples on issues related to their rights, especially with respect to the management of natural resources. [↑](#footnote-ref-19)
20. Knowledge products, tools, methodologies, training packages, systematizations of good practices for COs. [↑](#footnote-ref-20)
21. Target groups are: women, youth, indigenous peoples (IPs) and afrodescendant peoples and can also include LGBTI, persons with disabilities, persons living with HIV/AIDS and other diseases, etc. [↑](#footnote-ref-21)