Regional Project on Local Governance in Latin America

United Nations Development Programme

Project Document

Key result area (SP) / Focus area (RPD): Democratic Governance

Outcomes and programme outputs (RPD):

Outcome 1. Fostering inclusive participation.

Output 1.4. Successful initiatives on local governance;

Output 1.8. Analytic and quantitative tools for DG assessments at national and sub-national levels

Outcome 2. Strengthening responsive institutions.

Output 2. Improved management systems

Executing Entity: UNDP

Implementing Agencies: UNDP – Panama Regional Services Center, RSC

(if already identified)

The purpose of the regional project is to strengthen democratic governance at the local level by empowering local actors in 1) analyzing local governance conditions necessary to achieve the MDGs and 2) proposing public measures for their improvement. In this regard the project will create the network PROLOGO (Local Governance Action Proposals) that will be comprised of (i) local centers (at the municipal or provincial level), initially with pilots in Colombia, El Salvador and Dominican Republic, and (ii) one regional node to provide local centers with standardized quantitative methodologies and tools, and consolidating the information collected by them.

On the other hand, since accordingly with the LAC regionalization process, from 2009 onwards citizens' security and civic culture services will be managed by the Crisis Prevention and Recovery Cluster team in Panama. The Regional Project on Local Governance will ensure the transition from providing technical advisory services on citizens' security and civic culture and local governance, to providing advisory services on knowledge management. The experience and expertise acquired in the field of citizens' security and civic culture will be documented and systematized to be used as an input for advisory services on this matter.

Programme Period: 2008-2009		Total resources required :	$ 1,063,815.71
Project Title: Regional Project on Local Governance for Latin America		**Total allocated resources:**	$ 891,685.71
Atlas Award ID:	49799	• Regular (regional TRAC)	$ 60,000
Start date:	September 2008	• GENERALITAT DE VALENCIA	$ 831,685.71
End Date	December 2009		
PAC Meeting Date	May 2008	**Unfunded budget:**	$54,130
		In-kind Contributions	
		Total contribution UNDP LAC SURF	$ 21,500.00
		Total contribution UN AGENCIES	$ 10,000.00
		Total contribution LOCAL GOVT'S	$ 86,500.00
		TOTAL	**$118,000.00**

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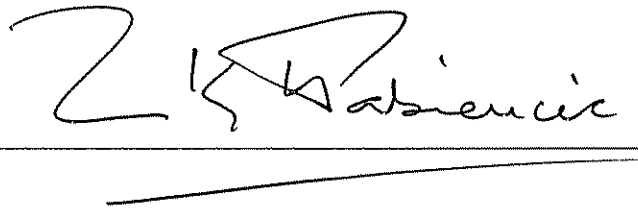
Agreed by (UNDP): 

I. SITUATION ANALYSIS

During the 1980s and 1990s and to advance democracy in the region, Latin American countries carried out numerous political and economic reforms some more successful than others. As the 2004 Report on Democracy shows, many of them lack the capacities to consolidate these processes, effectively channel and respond to increasing social demands at both national and local levels, especially from excluded and vulnerable groups. Democracy should then be understood not only as a form of government but as a social system that allows individuals to exercise their freedoms and broaden their choices. The demands coming from Latin Americans include the achievement of the MDGs and the guarantee of a secure environment among others. Based on the conclusions of the Millennium Project Report[1], as well as on the experience of the Regional Project on Local governance for Latin America, the strengthening of democratic governance at the local level is fundamental both for the achievement of the MDGs and for improving citizen's security.

Strengthening democratic governance at the local level is essential to improve planning and budgeting processes, to concentrate public expenditures on strategic poverty reduction initiatives. Strong local governance conditions empower the community and enable citizens' participation in planning, decision and control. Action at the local level is essential given that: i) although national policies and regulation frameworks are essential, actions must be implemented at the local level which requires sound institutions capable of planning and delivering services, ii) planning and management systems need to be strengthened, especially at the local level, iii) the involvement and understanding of MDG strategies by civil society and local communities participates in ensuring their achievement and sustainability, iv) sustainable, focused local actions can reduce disparities among regions[2].

But the role of national and sub-national governments and other actors in pursuing human development should not be restricted to poverty reduction. Human Development not only refers to the lack of capabilities (poverty) but also to the protection of people's choices against threats to the free exercise of freedom (human security). Citizen's security is an important issue in Latin America. The region has elevated rates of crime and violence and its inhabitants have very high perception of insecurity[3], deeds that require immediate urgent actions. Sub-national governments have a great potential role –although usually neglected- to promote civic culture strategies and carry out policies to discourage violence and crime. Considering that crime is a multi-causal phenomenon that goes from incidental to instrumental violence, the actions to address it should be comprehensive, ranging from prevention to control. Therefore, in order to create an enabling environment for human development at the local level, local actors' capacities for managing citizens' culture and urban security must be enhanced to reduce crime and violence rates and improve the perception of security.

The Regional Project on Local Governance for Latin America (RBLAC/BDP) begins in 2002, with the objective of strengthening local governance to promote human development in the region. The project found that local governments face multiple challenges that are different from those at the national level, and have heterogeneous capacities to deal with them. However, the Project also identified that in a context of growing decentralization and a trend of increased citizen participation through organizations and social movements, innovative local governance initiatives have enabled achievements in different local development dimensions through diverse strategies. In particular, the government/civil society/private sector compacts have revealed to be important instruments for promoting gender budgeting, participatory budgeting, city pacts, city consultations, economic restructuring and job creation, poverty reduction, on-site rehabilitation of uncontrolled settlements,

[1] UN Millennium Project, *"Investing in Development: a practical plan to achieve the Millennium Development Goals"*, New York, 2005.

[2] UNDP/IPEA/ECLAC, *"Meeting the Millennium Poverty Targets in Latin America and the Caribbean"*, Santiago, Chile, December 2002.

[3] Opinion polls carried out by *Latinobarómetro* and the victimization surveys carried out by our project; consistently show crime as one of the top concerns in Latin American cities.

incorporation of women and youth into local decision-making, or sustainable environmental development (land reclamation, water development, pollution abatement, transportation networks). In this context, the Regional Project on Local Governance has developed a series of methodologies and tools within a knowledge management platform that has allowed for the systematization and diffusion of this knowledge in the region, adding value to UNDP technical assistance and encouraging south-south cooperation.

During its initial period (2002-2007) the project designed a Knowledge Management platform under the assumption that local actors can learn from peers who have experienced similar challenges and have managed to overcome them. The knowledge management platform consists of gathering experiences and codify them as an input for the development of conceptual frameworks and knowledge tools for day-to-day operations such as diagnostic tools (which prioritize areas of intervention), action tools (tools to assist on the formulation of strategies to strengthen the local governance conditions complementing the assessment phase) and horizontal cooperation mechanisms (such as knowledge fairs) and training mechanisms (such as short courses with local stakeholders on specific local governance subjects). This platform is supported by a network of associate experts and advocacy material and strategies (further explanation on Annex 2).

For the new programming period, this project intends to capitalize on the accumulated experience, the lessons learned and the knowledge products developed to date and use them to contribute to the expected outcomes and outputs of UNDP Strategic Plan (2008-2011) and LAC Regional Programme (2008-2011). In particular, the project aims at fostering inclusive participation and strengthening responsive institutions at the local level (i.e. sub-national which can be municipal or intermediate levels such as provinces, departments or states) through the dissemination of good practices and innovations, development of knowledge products and tools and provision of capacity development and advisory services to local stakeholders through specific demonstrative interventions. It is thus part of UNDP strategy on democratic governance and contributes to specific outputs of SP and RPD Outcomes of fostering inclusive participation and strengthening responsive institutions.

II. STRATEGY

The Regional Project's approach to strengthening of local governance is built upon:

- The Knowledge Management Platform serving as meeting point among LAC Country Offices, LAC-SURF, associate experts and stakeholders. The KM platform provides guidance to LAC country offices on how to operate an integral approach to the design, implementation and monitoring of local governance initiatives in areas where it is believed UNDP can make a difference. The KM platform enables Country Offices to implement interventions that are simultaneously oriented to different sectors of society. This multi-faceted approach leads to mutually reinforcing commitments of elected authorities, private sector and civil society with local governance.

- Building capacity of sub-national governments and civil society. Capacity building is a prominent feature of the project's strategy, targeting civil society, private sector and local authorities. The project plays a role in brokering partnerships among local authorities, civil society and local communities and fostering social cohesion, backing social mobilization and community empowerment. The project builds upon locally available capacities and resources adapting the tools and methodologies to the local political conditions and needs. The Regional Project jointly with sub-national governments and civil society use diagnosis tools to help determine the strengths and weaknesses of specific institutions or groups identifying the right skills or capacities that need to be improved and thus determine a line of action to build such capacities based on the knowledge base gathered by the Project.

- Placing Local Governance at the service of key goals on Human Development and growing sub-national demands. The project jointly with LAC COs will promote and scale up initiatives directed at the implementation of citizens' security strategies and the achievement of the MDGs at the local level. The project will influence local policy through regular UNDP local development projects, the improvement and enhancement of tools from ground experiences and the promotion of enhanced donors' coordination.

This strategy is brought down to specific activities in three major areas of work:

1. Empowering civil society through the implementation of innovative methodologies and mechanisms for public participation and social control, by using local governance knowledge tools to improve **local governance conditions for achieving the MDGs** in selected municipalities.

The Regional Project is establishing a partnership with the Generalitat of Valencia, UNDP Country Offices of Colombia, Dominican Republic and El Salvador, and selected local stakeholders (authorities and CSOs) to create a network of "local governance action centers" (PROLOGO network, which stands for its name in Spanish: Propuestas Locales de Gobernabilidad). These municipal-level centers will serve as learning and networking facilities to develop local actors' capacities in democratic governance aimed at the achievement of the MDGs. The main functions of each centre will be: i) analyze and follow up the local governance conditions for MDG achievement, ii) publicize information and provide scenarios for citizens debate, iii) identify strategic areas of intervention and facilitate dialogue among sub national governments and other local actors, and iv) provide feedback to a regional node on the tools and methodologies used.

The Prologo Network articulates the following three components:

Table 1. PROLOGO Network components

Create and set up the PROLOGO local centers (Propuestas Locales de Gobernabilidad)	The main responsibilities of each centre are: (i) analyze and follow up to local governance conditions for MDG attainment; (ii) publicize information and promote dialogue, (iii) identify strategic areas and provide a place of encounter between local authorities and actors for the definition of actions, (iv) offer local actors a training center on leadership and governance issues. (v) provide the Regional Centre with feedback about the tools and methodologies.
Design and setup a training system on local governance for Human Development , offering on line and on campus programs	The training system will: i) provide conceptual tools and promote the development of local actors' practical skills , ii) provide a space for citizens' encounter using the learning platform of UNDP's Regional Project Escuela Virtual (www.escuelapnud.org).
Create and setup a Regional Center to consolidate the Prologo Network	The Regional Center will: (i) provide Local Centers with knowledge tools and methodologies for project evaluation and formulation, (ii) consolidate, compare and analyze the information provided by the Regional Centers to construct a compared vision of the state of local governance conditions in the region, (iii) promote and facilitate cooperation between local centers, (iv) plan catalytic events for the promotion, multiplication and exchange of experiences.

A regional node will articulate the local centers, and will promote partnerships to establish the local centers, create synergies among them and with other relevant development actors and initiatives within and outside the UN System, further develop common knowledge tools on local governance for the MDGs, and monitor the activities carried out by local centers. Specific functions of the PROLOGO Regional node will be: i) provide knowledge tools, diagnostic and action methodologies to the Local Centers, ii) consolidate, compare and analyze the information generated by the Local Centers, to build a comparative study on the local governance conditions in the region, iii) promote and facilitate cooperation between local centers, iv) organize events for the promotion and exchange of experiences on democratic governance aimed at the achievement of the MDGs. The regional node will be integrated

with the regional project team based in Bogota, and will capitalize on the installed capacities and existing tools developed by the Regional Project during the 2002-2007 period.

The activities of the local centers and of the regional node will be complemented by a training system on local governance for Human Development. This component will be in charge of UNDP's Regional Project *Escuela Virtual de Desarrollo Humano*, this partnership will capitalize on the experience of both teams in a synergy that can be very productive. The training system will provide the beneficiaries with conceptual tools on human development and will promote the development of their practical skills. The learning platform (www.escuelapnud.org) will also provide a space for dialogue and sharing of experiences.

2. Strengthening local actors' capacities for **managing citizens' culture and urban security** and providing quality security services to ensure that people's choices are protected.

The Regional Project, jointly with qualified experts and UNDP Country Offices and in partnership with interested local governments, will provide advisory and technical assistance services in order to strengthen local capacities for managing civic culture and urban security in at least three countries. The activities that are going to be carried out are: i) institutional and situational diagnostic of the civic culture and urban security, ii) formulation of civic culture and urban security comprehensive policies, iii) formulation and monitoring of plans, programs and projects within the framework of the comprehensive policy previously established, and iv) coordination and implementation of a certificate on local policies and citizen's security.

To provide quality advisory and capacity development services, the Regional Project will make use of the accumulated experience and already developed knowledge products on citizens' culture and urban security. In the 2008-2009 period, the Project will also establish partnerships with experts, centers of excellence, UN Agencies and other UNDP Regional Projects to produce several action tools to design, formulate, monitor and evaluate policies, programs and plans that promote urban security and civic culture. The action tools will focus on: i) preventing, tackling and reducing domestic violence, ii) generating safe cities for women, and iii) reducing and preventing alcohol and drug consumption and iv) fostering a citizens' culture. The Project will also optimize the diagnostic tool by updating the reference indicators and developing innovative assessment and monitoring methodologies. The tools will be revised by peer experts, validated by UNDP COs and published in the LAC workspace.

3. Document and systematize the experience and expertise acquired in the field of citizens' security and civic culture to be used as an asset for the **provision of advisory services (including capacity-building and technical assistance) on knowledge management for citizens' security and civic culture** in Latin America.

The activities developed to strengthen local actors' capacities for **managing citizens' culture and urban security**, will serve as a scenario to (i) update and optimize citizens' security and civic culture tools, (ii) design knowledge management tools on security and civic culture tools, and (iii) document the experience of advising local governments and COs on the diagnostic, formulation of comprehensive policies, design of master plans and conduction of diploma programs to strengthen citizens' security and civic culture at the local level.

III. RESULTS AND RESOURCES FRAMEWORK

Intended Outcome as stated in the Regional Programme Document: Outcome 1. Fostering inclusive participation.				
Outcome indicators as stated in the Regional Programme Document: number of target countries that have implemented policies to increase political participation **Baseline: limited involvement of vulnerable and excluded groups in formulation and implementation of development strategies and public agendas.**				
Focus area (SP and LAC RPD): democratic governance. **Outcomes and programme outputs** (RPD):; and Output 4. Successful initiatives on local governance				
Partnership Strategy: The Regional Project will work together with UNDP Country Offices in Latin America, establish partnerships with local governments and donors (in particular the Generalitat of Valencia) establish synergies with other LAC regional projects (Poverty and MDG cluster, Democratic Governance cluster and Gender cluster) and carry out activities through alliances with relevant local actors (civil society organizations, academia, private sector and media) to build capacities and apply local governance tools for advancing MDG strategies and for citizen's security and civic culture management at the local level.				
Project title and ID (ATLAS Award ID Proposal 49779): Regional Project on Local Governance for Latin America				
INTENDED OUTPUTS	**OUTPUT TARGETS FOR 2008 - 2009**	**INDICATIVE ACTIVITIES**	**RESPONSIBLE PARTIES**	**INPUTS**
Output 1 Civil society empowered through the implementation of innovative methodologies and mechanisms for public participation and social control, strengthening local governance conditions for MDG attainment. Baseline: Latin American civil society lacks the capacity to actively participate in the achievement of MDGs at the local level Indicator: ▪ Number of municipalities where Local Centers have	Target 1 2008 One local governance center established and functioning and partnerships established for the installation of other two other centers in different countries. Target 1 2009 Three PROLOGO local centers installed and functioning.	Activity Result: Three PROLOGO local centers installed and functioning. Activities ▪ One local centre established in a municipality of one of the countries selected for intervention. ▪ Two municipalities selected for the establishment of new local centers. ▪ Two local centers established in at least two countries. ▪ Local events held at each centre for the discussion of municipal diagnoses ▪ Action plans promoted at each centre. ▪ Local centre experiences documented.	UNDP/ local governments and CSOs.	Local consultants Travel Contractual Services Equipment and Furniture Information Tech. equipment Audiovisual and printing material

been negotiated / established ▪ Number of civil society organizations, academia, private sector and media participating on the creation and / or implementation of the Local Centers ▪ Number of citizens' initiatives jumpstarted by the local encounters.				
Output 1 Civil society empowered through the implementation of innovative methodologies and mechanisms for public participation and social control, strengthening local governance conditions for MDG attainment. Baseline: Latin American civil society lacks the capacity to actively participate in the achievement of MDGs at the local level Indicator: ▪ Number of Tools and methodologies compiled and adapted for the Local Centers ▪ Website created and updated with information from all local centers.	Target 2 2008-2009 One regional centre established and functioning	Activity Result: One regional centre installed and functioning Activities: ▪ Methodologies developed and adapted together with partners and local actors to carry out governance analyses in local centers. ▪ Event to celebrate the achievements of the network for knowledge transfer on democratic governance. ▪ Setting up a platform for the promotion and transfer of methodologies, good practices and tools for action. ▪ Presentation of the RED PROLOGO experiences to the Generalitat Valenciana.	UNDP	Local consultants Equipment and Furniture Communications and audiovisual equipment Information Tech. equipment

▪ Number of events (virtual and real) organized by the regional centre for the promotion and exchange of experiences				

Intended Outcome as stated in the Regional Programme Document: Outcome 2. Strengthening responsive institutions				
Outcome indicators as stated in the Regional Programme Document: number of target countries that have implemented policies to increase political participation **Baseline: limited involvement of vulnerable and excluded groups in formulation and implementation of development strategies and public agendas.**				
Focus area (SP and LAC RPD): democratic governance. **Outcomes and programme outputs** (RPD):; and Output Output 4. Successful initiatives on local governance				
Partnership Strategy: The Regional Project will work together with UNDP Country Offices in Latin America, establish partnerships with local governments and donors (in particular the Generalitat of Valencia) establish synergies with other LAC regional projects (Poverty and MDG cluster, Democratic Governance cluster and Gender cluster) and carry out activities through alliances with relevant local actors (civil society organizations, academia, private sector and media) to build capacities and apply local governance tools for advancing MDG strategies and for citizen's security and civic culture management at the local level.				
Project title and ID (ATLAS Award ID Proposal 49779): Regional Project on Local Governance for Latin America				
INTENDED OUTPUTS	**OUTPUT TARGETS FOR 2008 - 2009**	**INDICATIVE ACTIVITIES**	**RESPONSIBLE PARTIES**	**INPUTS**
Output 2 Capacities of local actors strengthened for improved citizens' culture and urban security management systems Baseline: many initiatives on Citizen's security have been implemented in the region but their recollection, systematization and the capacity-building of local actors are still lacking Indicator: ▪ Number of regional experts (individual and institutions) contacted and participating in the development of knowledge tools ▪ Number of participants to the training program	Target 3 Advisory services and technical support to COs and local actors provided in one country and one international training program carried out	Activity Result: Methodological and technical support to COs and local actors provided in at least three countries ▪ Conduct an assessment and provide advisory and technical backstopping services to a local government in joint work with COs ▪ Forge alliances for the organization and academic coordination of the training program ▪ Compile and print training material. ▪ Promote the training programs and register participants. ▪ Make logistic arrangements prior and during the training program	UNDP / Local Governments and UN Agencies (UNLIREC, UNFPA, UNICEF, UNIFEM)	Travel Local consultants Subcontracts (surveys) Sundry

Output 3 Output 4: Transition from the provision of technical services on citizens' security and civic culture to knowledge management for citizens' security advisory services, achieved (thematic phasing-out strategy). Baseline: many tools (from diagnostics to action) have been developed by the regional project. They need to be updated and systematized in order to be handed over to another agency. Indicator: ▪ Number of agreements developed with UN agencies for knowledge management for citizen's security and civic culture. ▪ Number of tools published and validated in the DG LAC cluster online application	Target 4 Tools up-dated & optimized and at least one agreement with a UN agency on knowledge management for citizens' security and civic culture developed.	Activity Result: At least two International training programs carried out in at least three countries. ▪ Update assessment and Optimize action tools, deriving key aspects to support KM advisory services provision. ▪ Negotiate agreements with UN system agencies to provide technical assistance on knowledge management for citizens' security and civic culture. ▪ Derive lessons learned and elaborate a how-to-guide on certificate courses' conduction ▪ Pilot the LAC HUB with assets from citizens' security and civic culture ▪ Document the experience of advising local governments and CO's on citizens' security and civic culture at the local level.	UNDP / Local Governments	Travel Local consultants Audiovisual and printing Sundry

IV. ANNUAL WORK PLAN BUDGET SHEET

EXPECTED OUTPUTS AND TARGETS And baseline, indicators including annual targets	PLANNED ACTIVITIES List activity results and associated actions	TIMEFRAME (2008-2009)								RESPONSIBLE PARTY	PLANNED BUDGET			
		Q1	Q2	Q3	Q4	Q5	Q6	Q7	Q8		Funding Source	Budget Description	2008 (USD)	2009 (USD)
Output 1: Civil society empowered through the implementation of innovative methodologies and mechanisms for public participation and social control, strengthening local governance conditions for MDG attainment. **Target 1: Three PROLOGO local centers installed and functioning.**	One local center established in Colombia.				X					UNDP/ Local governments and CSOs	Generalitat Valenciana	Local consultants	47,318.61	0.00
											Generalitat Valenciana	Equipment and Furniture	52,050.47	0.00
											Generalitat Valenciana	Contractual services	36,277.60	0.00
											Generalitat Valenciana	Travel	9,463.72	0.00
											Generalitat Valenciana	Information Tech. equip.	6,309.15	0.00
											Generalitat Valenciana	Audiovisual and printing	4,731.86	0.00
	Two municipalities selected for the establishment of new local centers in Dominican Republic and El Salvador.				X	X					Generalitat Valenciana	Travel	7,886.44	7,886.44
											UNDP -TRAC	Travel	6,000.00	0.00
	Two local centers established (Dominican Republic and El Salvador)										Generalitat Valenciana	Local consultants	0.00	94,637.22
											Generalitat Valenciana	Equipment and Furniture	0.00	104,100.95
											Generalitat Valenciana	Contractual services	0.00	72,555.21
											Generalitat Valenciana	Travel	0.00	18,927.44
						X	X				Generalitat Valenciana	Information Tech. equip.	0.00	12,618.30

											Generalitat Valenciana	Audiovisual and printing	0.00	9,463.72
	Local events held at each municipality for the official launch of the PROLOGO network and discussion on strategies to install the local centers.				X		X				Generalitat Valenciana	Hospitality	4,731.86	4,731.86
											UNDP-TRAC	Hospitality	7,000.00	
											Unfunded	Hospitality		7,110.00
	Local plans promoted at each centre										Generalitat Valenciana	Local consultants	0.00	7,886.44
											UNDP-TRAC	Local consultants	3,000.00	
						X	X				Unfunded	Local consultants		30,020.00
	Local centre experiences documented				X	X	X				Generalitat Valenciana	Information Tech. equip.	4,731.86	4,731.86
Subtotal Target 1.													**189,501.58**	**374,669.43**
Output 1: Civil society empowered through the implementation of innovative methodologies and mechanisms for public participation and social control, strengthening local governance conditions for MDG attainment. **Target 2: One regional centre established and functioning in at least three**	Methodologies developed and adapted together with partners and local actors to carry out governance analyses in local centers.				X	X	X			UNDP	Generalitat Valenciana	Local consultants	23,659.31	23,659.31
											UNDP-TRAC	Local consultants	7,000.00	
											Unfunded	Local consultants		17,000.00
											Generalitat Valenciana	Equipment and Furniture	5,835.96	5,835.96
											Generalitat Valenciana	Comm. and audiovisual equipment	11,829.65	11,829.65
											Generalitat Valenciana	Sundry	4,731.86	16,735.92
	Setting up a platform for the promotion and transfer of methodologies, good practices and tools for action.				X	X	X				Generalitat Valenciana	Local consultants	7,886.44	39,432.18
											UNDP-TRAC	Local consultants	7,000.00	0.00
											Generalitat Valenciana	Information Tech. equip.	10,779.23	16,098.76
	Event to celebrate the achievements of the network for knowledge transfer on democratic				X	X	X				Generalitat Valenciana	Hospitality	0.00	13,752.37
											Generalitat Valenciana	Audiovisual and printing	0.00	4,731.86

countries	governance.										Generalitat Valenciana	Travel	0.00	31,545.74
	Presentation of the RED PROLOGO experiences to the Generalitat Valenciana.										Generalitat Valenciana	Hospitality	0.00	7.886.44
											Generalitat Valenciana	Audiovisual and printing	0.00	4,731.86
							X	X			Generalitat Valenciana	Travel	0.00	15,772.87
Subtotal Target 2.													78,722.45	**209,012.92**
Output 2: Capacities of local actors strengthened for improved citizens' culture and urban security management systems	Conduct an assessment and provide advisory and technical backstopping services to a local government in joint work with COs									UNDP/ Local governments and other local actors	UNDP -TRAC	Travel	0.00	0.00
											Local governments	Travel	10,000.00	0.00
Target 3: Advisory services and technical support to COs and local actors provided in one country and one international training program carried out											Local governments	Survey	10,000.00	0.00
											Local governments	Local consultants	40,000.00	0.00
Baseline: NA					X						UNDP -TRAC	Local consultants	1,395.00	0.00
Indicator:	Forge alliances for the organization and academic				X						Local governments	Local consultants	7,500.00	0.00

▪ Number of regional experts (individual and institutions) contacted and participating in the development of knowledge tools	coordination of the training program										UNDP -TRAC	Local consultants	2,000.00	0.00
▪ Number of participants to the training program	Compile and print training material.				X						Local governments	Travel	11,000.00	0.00
	Promote the training programs and register participants.				X						Local governments	Audiovisual and printing	6,000.00	0.00
	Make logistic arrangements prior and during the training program				X						Local governments	Sundry	2,000.00	0.00
Subtotal Target 3.													**89,895.00**	**0.00**
Output 3: Transition from the provision of technical services on citizens' security and civic culture to knowledge management for citizens' security advisory services, achieved (thematic phasing-out strategy).	Update assessment and Optimize action tools, deriving key aspects to support KM advisory services provision.				X					UNDP/ Local governments, UN Agencies (UNLIREC, UNFPA, UNICEF, UNIFEM)	UNDP-TRAC	Local consultants	2,000.00	0.00
	Negotiate agreements				X						UNDP -TRAC	Local Consultants	605.00	0.00

Target 4: Tools up-dated & optimized and at least one agreement with a UN agency on knowledge management for citizens' security and civic culture developed. Baseline: NA Indicator: ▪ Number of tools published and validated in the DG LAC cluster online application ▪ Number of agreements developed with UN agencies for knowledge management for citizen's security and civic culture.	with UN system agencies to provide technical assistance on knowledge management for citizens' security and civic culture.										UNDP -TRAC	Travel	0.00	0.00
											UN Agencies	Travel	5,500.00	0.00
											UN Agencies	Local consultants	4,500.00	0.00
	Derive lessons learned and elaborate a how-to-guide on certificate courses' conduction				X						UNDP -TRAC	Local Consultant	1,000.00	0.00
	Pilot the LAC HUB with assets from citizens' security and civic culture				X						UNDP -TRAC	Local Consultant	1,000.00	0.00
	Document the experience of advising local governments and CO's on citizens' security and civic culture at the local level.				X						UNDP -TRAC	Local Consultant	1,000.00	0.00
Subtotal Target 4.													**15,605.00**	**0.00**
Operational expenses	GMS (on Valencia and Government's				X	X	X	X	X	UNDP	Generalitat Valenciana	GMS	17,340.68	37,068.66

	contributions)										Local governments	GMS	0.00	0.00
	Communications				X	X	X	X	X		Generalitat Valenciana	Comm. and audiovisual equipment	9,500.00	0.00
											UNDP -TRAC	Comm. and audiovisual equipment	12,532.60	0.00
	Supplies				X	X	X	X	X		UNDP -TRAC	Supplies	2,467.40	0.00
											UNDP LAC-SURF	Supplies	6,500.00	0.00
	Rent				X	X	X	X	X		UNDP -TRAC	Rent	6,000.00	0.00
											UNDP LAC-SURF	Rent	15,000.00	0.00
Subtotal operational expenses													**69,340.68**	**37,068.66**
TOTAL													**443,064.71**	**620,751.01**

V. MANAGEMENT ARRANGEMENTS

Management arrangements:

The Project will be executed under DEX modality renewable each 12 month for a period of 24 months The Project will be executed as an integral part of the Regional Project on Local Governance for Latin America, thus remaining under the coordination of the Chief Technical Advisor and LAC-SURF Policy Advisor on Local Governance. The Regional Service Center based in Panama will be responsible for the project's implementation.

The PROLOGO Network component will be implemented in a two year period, and will be implemented by UNDP through Direct Execution modality. UNDP Panamá Regional Service Center is the implementing agency of the project. The Regional Project on Local Governance will be the Network's Regional Node and operation unit in charge of the Network's coordination.

The PROLOGO Network will be under the coordination of a Chief Technical Adviser (CTA). The CTA will be responsible of: i) the development of the products introduced in the Results and Resources Framework presented on Section III. of this document, ii) executing the annual workplan reviewed by the Directive Board, iii) Managing the project's technical and human resources, and iv) preparing biannual reports, or whenever requested. The Chief Technical Advisor will be responsible for drafting project reports and submitting them for validation with host COs.

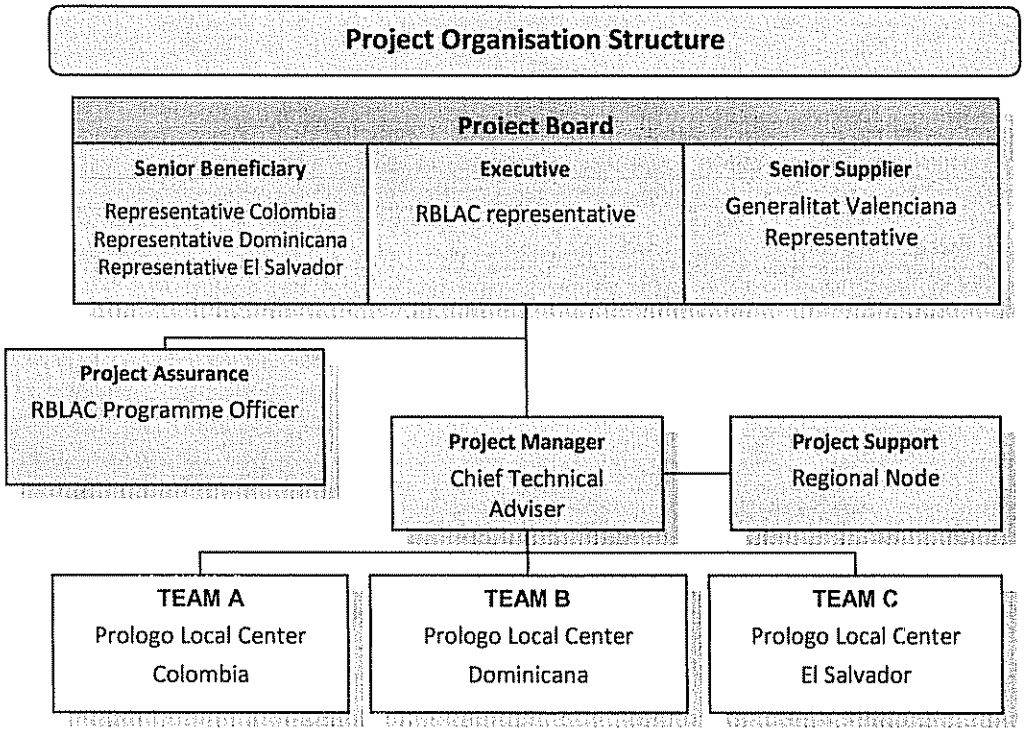
The Network Project will be steered by a Project Board. They project board is constituted by a representative of the Generalitat Valenciana who will serve as the senior supplier; a representative of UNDP's Regional Bureau for Latin America and the Caribbean, RBLAC who will serve as the Executive; and a Resident Representative who will serve as the Senior Beneficiary. The CTA will perform the technical secretariat of the board and assumes the role of project manager. The project assurance will be played by a programme officer of RBLAC.

The board will be responsible for:

- Providing overall guidance and direction to the project, ensuring it remains within any specified constraints;
- Addressing project issues as raised by the Project Manager;
- Providing guidance and agree on possible countermeasures/management actions to address specific risks;
- Agree on Project Manager's tolerances as required;
- Reviewing the Project Progress Report and provide direction and recommendations to ensure that the agreed deliverables are produced satisfactorily according to plans.
- Reviewing Combined Delivery Reports (CDR) prior to certification by the Implementing Partner;
- Appraising the Project Annual Review Report, make recommendations for the next AWP, and inform the Outcome Board about the results of the review.
- Providing ad-hoc direction and advice for exception situations when project manager's tolerances are exceeded;
- Assessing and decide on project changes through revisions;

The board will meet once a year. If necessary, the meeting can be virtual. If onsite, Travel costs will be covered by the organizations represented, meeting can be held via internet, video or teleconference call, as required by board member organizations

The Generalitat de la Comunidad Valenciana will designate a permanent focal point for technical and managerial issues. UNDP country Offices in the participant countries will designate a focal point for project activities coordination. Focal points from RBLAC, COs and the Generalitat Valenciana will have access to the bi-annual reports as well as any other reports requested by the Project Board.



Additional implementation agreements not already included on the Project Document should be presented by the CTA to the Project Board for their approval

According to the UNDP cost-recovery Policy, 7% of General Management Services (GMS – indirect costs) should be applied to Third-Party Cost-sharing and Trust-Funds'. Additionally, only if otherwise instructed by the donors in the cost-sharing agreements, the interests of cost-sharing generated with the contributions received should be used for reprogramming by the regional project.

All assets and contributions from past project under Business Unit COL10 will be transferred to the new Award created in the Atlas system.

VI. MONITORING AND EVALUATION

The Project Coordinator will be responsible for providing mid-term and annual reports according to UNDP new Results-Based Management procedures and mechanisms as well as supplementary information as per request of the Project Board or respective funding sources. The Project also plans on organizing a tripartite evaluation to be conducted by March 2009 and an external evaluation upon the completion of the second year (2009) for which specific resources will be allocated in 2008 and 2009. The monitoring framework is briefly stated below (although the Project Board may suggest adjustments of indicators over time).

Outputs targets	Indicators	Quality Method
Three local governance centers and one regional centre established and functioning in at least three countries.	• Number of municipalities where Local Centers have been negotiated/established • Number of civil society organizations, academia, private sector and media participating on the creation and/or implementation of the Local Centers • Number of citizens' initiatives jumpstarted by the local encounters.	Annual reports External evaluation reports
One regional centre established and functioning in at least three countries.	• Number of Tools and methodologies compiled and adapted for the Local Centers • Website created and updated with information from all local centers. • Number of events (virtual and real) organized by the regional centre for the promotion and exchange of experiences	Annual reports External evaluation reports
Advisory services and technical support to COs and local actors provided in one country and one international training program carried out	• Number of regional experts (individual and institutions) contacted and participating in the development of knowledge tools • Number of participants to the training program	Project reports Participant registration logs
Tools up-dated & optimized and at least one agreement with a UN agency on knowledge management for citizens' security and civic culture developed.	• Number of agreements developed with UN agencies for knowledge management for citizen's security and civic culture • Number of tools published and validated in the DG LAC cluster online application	Project Reports Application log

VII. LEGAL CONTEXT

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

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

The responsibility for the safety and security of the Executing Agency and its personnel and property, and of UNDP's property in the Executing Agency's custody, rests with the Executing Agency. The Executing Agency shall: (a) put in place an appropriate security plan and maintain the security plan, taking into account the security situation in the country where the project is being carried; (b) assume all risks and liabilities related to the executing agency's security, and the full implementation of the security plan when necessary. Failure to maintain and implement and appropriate security plan as required hereunder shall be deemed a breach of this agreement.

The Executing Agency agrees to undertake all responsible efforts to ensure that none of the UNDP funds received pursuant to the Project Document are used to provide by UNDP hereunder do not appear on the list maintained by the Security Council Committee established pursuant to resolution 1267 (1999). The list can be accessed via http://www.un.org/Docs/sc/committees/1267/1267ListEng.htm . This provision must be in all sub-contracts or sub- agreements entered into this Project Document.

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

ANNEX 1. RISK LOG

Project Title: Regional Project on Local Governance for Latin America	Award ID: Proposal ID 49799	Date: May 2008

#	Description	Date Identified	Type	Impact & Probability	Countermeasures / Mngt response	Owner	Submitted, updated by	Last Update	Status
1	Delay in the allocation of resources from the Generalitat of Valencia.	March 2008	Financial	Probability= 3 Impact = 4	-Maintain a fluent and permanent communication with the Generalitat of Valencia.	Regional Project Coordinator	Regional Project Coordinator	March 2008	Reducing
2	Delay in the achievement of agreements with local governments to develop the initiatives.	March 2008	Political	Probability = 3 Impact = 5	-Keep a constant communication. -Provide in advance clear information on the procedures and norms required by UNDP when signing an agreement.	Regional Project Coordinator	Regional Project Coordinator	March 2008	Reducing
3	Difficulties on reaching civil society and local community through the initiatives.	March 2008	Strategic	Probability = 2 Impact =4	-Use monitoring mechanisms -Apply effective communication ways to reach CSO and communities. -Establish concrete indicators to ensure CSOs and community participation.	Regional Project Coordinator	Regional Project Coordinator	March 2008	Reducing

ANNEX 2. THE KNOWLEDGE MANAGEMENT PLATFORM

Various reforms have been undertaken to transform UNDP into a knowledge-based organization. As a result of the implementation of the Business Plans 2000-2003, nine Sub-regional Resource Facilities (SURF) were created in 2001 (some of them have now been merged with regional programmes and other regional units in Regional Centres) and a KM Roadmap was designed and partially implemented (which includes the strengthening of communities of practice, knowledge networks, an intranet unified taxonomy and a syndicated global roster).

The peculiarities of the LAC region such as the abundant technical expertise within the countries and UNDP reliance on non-core funding, as well as the need to reinvigorate the so-called LAC model in various countries, were factors contributing to the emergence of a LAC alternative strategy of KM. UNDP in LAC has approached knowledge management as a key strategy to open new business opportunities and to provide greater value-added in Country Offices' day-to-day operations. On the bases of the joint work of the Policy Advisor on Local Governance and the Regional Project on Local Governance for LAC, a KM platform (see diagram below) was produced in order to facilitate the transformation of policy frameworks and empirical knowledge into operational tools to be used by Country Offices in their functions of advocacy, policy advice and all phases of project management. This methodology is grounded on three strategic pillars:

- Emphasis is placed on knowledge products over knowledge services. The knowledge platform activities are focused on developing knowledge products; strengthening country office's capacities to apply these products in their day-to-day functions; and improving the products with the feedback received from COs.

- Knowledge management nurtures UNDP substantive operations. The knowledge products are designed to be used as guidelines for the substantive work of country offices in the areas of advocacy, policy advice, partnering and programming. Effectiveness of knowledge products is thus measured in terms of improvement of UNDP ongoing business and/or generation of new business opportunities in areas where national demands and corporate priorities coincide.

- UNDP role as knowledge broker is fundamental. The model goes beyond the corporate focus of capturing UNDP internal knowledge and learning from it. It recognizes that there is very valuable knowledge outside the Organization from which UNDP must learn. Furthermore, it capitalizes on UNDP comparative advantages to become a leader broker in development knowledge between development actors.

The KM methodology can be defined as the process of identification, documentation, and codification of lessons learned and best practices as well as the development of knowledge products in key development areas. The gathering and codification of these experiences is the main input for the development of knowledge products. The knowledge products are flexible enough to be adapted to the particular characteristics and challenges faced in the LAC region, and ready-made to serve as the means to enhance the impact of service delivery. These products are supported by a network of associate experts and diffusion, training and advocacy mechanisms.

Initially, the KM platform was developed and implemented in the area of local governance (A LAC-SURF area and a Regional Project working together). Due to its success, since 2003 the platform has been implemented by other UNDP sub practice areas, and progressively has been adopted by all SURF practice areas, several associate programmes (e.g. Capacity 2015) and LAC regional projects. Furthermore, the KM strategy adopted in LAC has provided inputs for key KM strategies in other Regional Centres (e.g. Asia and the Pacific, Europe and the CIS) and Global Programmes (e.g. Energy KM strategy).

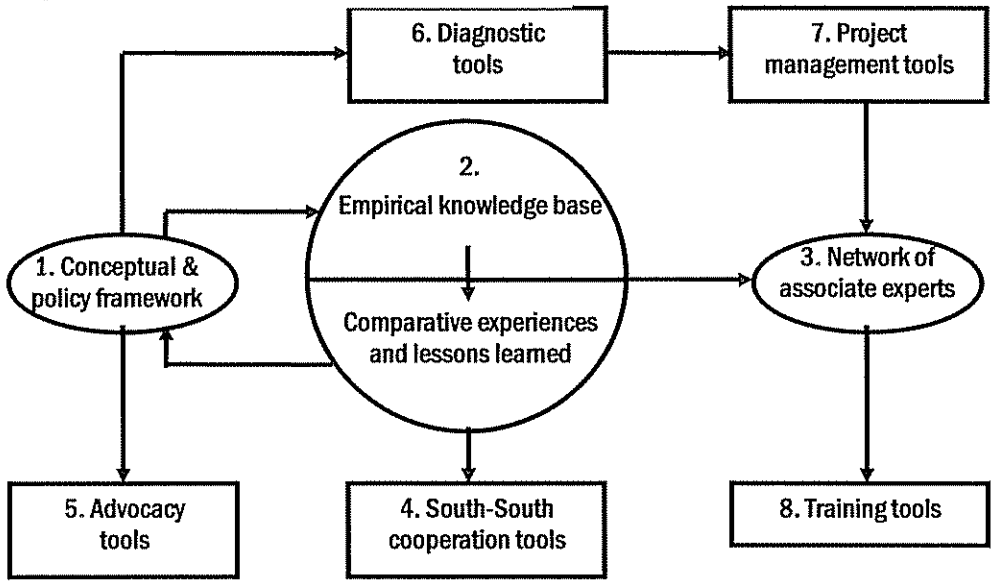
Recently, a joint KM project has been designed by UNDP and UNICEF regional offices in LAC to develop knowledge tools that facilitate planning, implementation and evaluation of policies oriented to promote the realization of children rights at the municipal level. The two Agencies have combined resources and efforts to produce tools that are used as the bases for joint programming at the municipal level. A similar experience of collaborative work was conducted with ECLAC in the topic of financial and economic instruments for environmental management. The UNDP LAC KM strategy is proving its potential to set the bases for a UN integrated knowledge management platform.

The KM platform is comprised of a methodological framework and a technological infrastructure. The methodological framework is composed by the different types of products that facilitate information capturing (conceptual and policy frameworks, and empirical base), knowledge generation –analysis and codification of information- (diagnostic and advice tools, and programme management tools), and knowledge dissemination and transfer (advocacy, training and South-South cooperation tools). The technological infrastructure supports these products: an information system facilitates empirical information capturing, a website manager facilitates knowledge promotion, and a workspace eases the use and application of all knowledge products.

2.1 Methodological framework

The methodological framework consists of seven types of products as shown in Diagram 1. The package of products in one specific thematic area (service line or equivalent) is known as knowledge toolkit. The rationale of this set of knowledge products is to transform knowledge –both conceptual and empirical- (circle and oval in diagram) into ready-made tools (rectangles in diagram) to be incorporated into UNDP operations (advocacy, policy advice and project management). The toolkits are designed to empower UNDP Country Offices for advocating for core issues of the Human Development paradigm, providing sounder technical cooperation to clients and facilitating a coordinated action with other UN Agencies and Programmes. The package has been conceived in such a way to ensure full alignment with UNDP corporate paradigms and internal consistency among knowledge products (explanations will then include crossed references between products). The components of the common methodological framework are described below (Diagram 1 and table 1).

Diagram 1. Common methodological framework



1. Conceptual and policy framework. The regional policy framework i) adapts UNDP position to the regional context peculiarities and "language", and ii) anchors concepts and policy positions with empirical knowledge from field experiences (product 2).

2. Empirical knowledge base, comparative experiences and lessons learned. The identification, codification, analysis and systematization of good practices –both inside and outside UNDP- is a central task. Good practice analysis and lessons learned distillation is crucial for the development of diagnostic and programming tools (products 6 and 7).

3. Network of associate experts. Provides professional, institutional and contact information of experts and centres of excellence certified by UNDP. Partnerships with associate experts expand UNDP's reach and ensure that UNDP's corporate mandate and priorities are consistent with regular operations. The network permits enhancing UNDP knowledge base.

4. South-South cooperation tools. Knowledge fairs are the S-S cooperation tools *par excellence*. Knowledge fairs have been designed to advocate for HD subjects while enabling UNDP's knowledge brokering role by promoting the direct interaction between knowledge demanders and suppliers through innovative mechanisms such as stands, business rounds and agreements for knowledge transfer.

5. Advocacy tools. Translate the policy framework (product 1) into material that can be used by COs for i) advocacy and policy support activities (e.g. conferences, seminars, media reports, etc.), and ii) promoting new UNDP business opportunities.

6. Diagnostic tools. UNDP's niche of action is diagnosis: it is the key for impacting policy as well as for designing, monitoring and evaluating projects. Three dimensions are diagnosed using these tools: capacities, development needs and client's priorities. The diagnostic tools permit to identify areas where policy development and capacity development interventions are needed (refer to product 7).

7. Project management tools. Designed to facilitate project formulation, implementation, monitoring and evaluation. Framed according to the conceptual and policy framework (product 1) and based on good practices (product 2), they are designed to provide substantive inputs on specific development areas. They also provide inputs for ProDoc sections and are divided in i) planning and formulation tools, and ii) monitoring and evaluation tools.

8. Training tools. Formal (University certificates) and non-formal (on-the-job) training mechanisms are designed to build and share knowledge, ensuring that capacities at the individual level are also developed in UNDP COs, UNDP counterparts and other relevant stakeholders.

2.2 Technological infrastructure

The methodological framework is supported by a virtual workspace that enables internal coordination among UNDP regional offices, Country Offices, and interaction with UN regional offices and associate experts. The workspace contains project management tools; knowledge management tools; and information and communication tools that can be customized for each user. Two additional instruments have been designed to support specific knowledge products. LOGOSIS is a web application for knowledge dissemination. This facility was developed to capture and codify empirical knowledge in real-time. The website LOGOS displays the good practices and includes specific sections for facilitating communication activities (fora, chats, virtual fair facility) and channel external demands into UNDP Country Offices, enhancing UNDP visibility and responsiveness.

ANNEX 3. THE PROLOGO NETWORK[4]

Description:

The Prologo Project is a joint initiative between UNDP and the *Generalitat Valenciana* that aims at strengthening democratic governance at the local level and contribute to human development by empowering local actors through the implementation of innovative methodologies and mechanisms for public participation and social control. With this means we will create the PROLOGO Network (which stands for its name in Spanish: Propuestas Locales de Gobernabilidad).

The strategy:

1. create the Prologo Network, comprised of three Local Centers, a regional center and a training system,
2. articulate the Prologo Network with local initiatives,
3. organize catalytic events for the dissemination and multiplication of initiatives and sharing of experiences.

1. Create the Prologo Network, comprised of three Local Centers, a regional center and a training system,

The Prologo Network articulates the following three components:

Table 1. PROLOGO Network components

Create and set up the PROLOGO local centers (Propuestas Locales de Gobernabilidad)	The main responsibilities of each centre are: (i) analyze and follow up to local governance conditions for MDG attainment; (ii) publicize information and promote dialogue, (iii) identify strategic areas and provide a place of encounter between local authorities and actors for the definition of actions, (iv) offer local actors a training center on leadership and governance issues (v) provide the Regional Centre with feedback about the tools and methodologies.
Design and setup a training system on local governance for Human Development, offering on line and on campus programs	The training system will: i) provide conceptual tools and promote the development of local actors' practical skills , ii) provide a space for citizens' encounter using the learning platform of UNDP's Regional Project Escuela Virtual (www.escuelapnud.org)
Create and setup a Regional Center to consolidate the Prologo Network	The Regional Center will: (i) provide Local Centers with knowledge tools and methodologies for project evaluation and formulation, (ii) consolidate, compare and analyze the information provided by the Regional Centers to construct a compared vision of the state of local governance conditions in the region, (iii) promote and facilitate cooperation between local centers, (iv) plan catalytic events for the promotion, multiplication and exchange of experiences.

1.1. PROLOGO Local Centers

In a time spam of two years, the project will setup three PROLOGO local centers, one in each of the following countries: Colombia, El Salvador and Dominican Republic. These countries were selected as they belong to the list of countries of priority attention of the Generalitat de la Comunidad Valenciana. The local centers will be created using a staggering strategy, starting with the creation of one local center that will be a referent for the creation of the others.

The main objective of the local centers is to propose concrete actions for the strengthening of local governance conditions, accordingly with the results of the diagnosis and analysis made by each center,

[4] This annex summarizes the Project document of the PROLOGO Network, as agreed and approved by the Generalitat Valenciana. Original document available in Spanish

together with local strategic actors. The Prologo Local Center will provide a place of encounter between civil society and local authorities, by doing the following activities:

a) Apply diagnostic techniques and analyze the local governance conditions in each municipality.
b) Together with local actors and based on the diagnosis results, identify and prioritize local governance shortcomings that need to be addressed at each municipality.
c) Propose response actions to overcome the local governance weaknesses identified, and promote alliances to put them forward.
d) Act as a verification mechanism of the compliance of the agreements by monitoring the local governance indicators defined in the diagnosis.
e) Promote community integration through:
    - keep them informed about the state and evolution of local governance,
    - make them take part in the response action,
    - empower them for social control action,
    - carry out decentralized local governance diagnosis

To fulfill the above mentioned functions, the Prologo Project will provide each local center with the required methodological capacities and technological infrastructure. The regional center will provide methodological assistance to each local center for the diagnosis and analysis of local governance conditions and for holding the citizens' meetings where local governance solutions will be proposed.

To emphasize on the role of the Local Center as a space for citizens' encounters, the Prologo Project will renew and adapt one venue in each municipality. This venue will be the operations center of the Local Center, and will be an open space for civil society in general to hold meetings and activities for the promotion of democratic values. The adaptation of the venue has an important symbolic connotation for the project, so they can be limited to the facade of the selected venues. This activity will be managed by the alliance of institutions associated with the Local Center as to prove the transformational power of civil society working together. The Prologo Project will contribute with an initial sum for the architectural and technological adaptation of the venue, and the venue will be provided by the local counterparts. It is important to underline that maintenance expenses of the centers will be in charge of the counterpart local institutions. Budget for Resources allocated primarily to the adaptation of a classroom. The classroom will be equipped with personal computers and communications equipment for on line and in campus training events.

Table 2. Governance Mobile Units

The Mobile Unit will widen the scope of the actions of the center, promote and publicize the activities and findings of the center, and reach to more people. The itinerant nature of the Unit will bring the Local Center resources closer to the people who don't have access to the services of the Local Centers due to their place of residence or study, or socio economic class.

What do they offer?

Information and orientation:

- Information about the Local Center actions
- Orientation about getting involved with the Local Center
- Promote the community associations and Networks
- Orientation about training opportunities

Communication:

- Make public the results of the local governance diagnosis
- Promote and spread information the actions of the Local Center

Training:

- coordinate training activities on basic democratic concepts

- coordinate on-demand formal training programs for the community, accordingly with their needs (women, youth, students, community associations, among others)

Mobile Units will be functioning for the implementation of steps three, four, five and seven, as described in Table 3 "Prologo Local Centres"

We will illustrate the purpose of the response actions with an example. In a given municipality, the diagnostic results may show lack of transparency in the awarding of public contracts. In response to this problem CSO and local authorities can agree on creating and co-funding a website on procurement. The website could be administrated by the Local Center. It is foreseen that that the formulation and implementation of these response actions would need to be developed in association with: i) member organizations of the Cooperation Network of the Comunidad Valenciana, ii) NGOs or local CSO, and iii) PNUD country offices. The following table presents the steps for creating a local center, as well of the requirements for its set up and operation.

Table 3. Setting up the Prologo Local centers

The set up and operation of a local center has seven steps:

1. Establish partnerships and renovation of a symbolic venue

The Project will promote the creation an alliance of civil society organizations (CSO) The alliance will set the ground for the creation of the Local Center. No Local Center will be created without the participation and leadership of at least one local CSO. Furthermore, the Project will seek to set up the Local Centers in coordination with under way initiatives, to avoid duplicating efforts and strengthening local actors involved in similar initiatives. The main foundational action of each center is the architectural renovation of a symbolic venue to act as the center's operations center.

2. Establish a base line of Local Governance

The first activity of the Local Centers is to define a baseline of the state of Local governance conditions for MDG attainment. The baseline is established using the Local Governance Diagnostic Guide for MDG attainment, developed by UNDP. The information required for the diagnostic comes from interviews with key social and governmental actors, official statistics and an opinion poll. The results from the results from the diagnostic are validated in workshops with participants from the public and private sector, and civil society.

3. Publicize results

Local centers must foster the debate around the state of democracy and local governance conditions, by providing information and enabling spaces for discussion. The local centers will promote and publicize debate results, so they can have an impact on the public agenda and even on local public policy. The Centers must have a combined communications strategy, combining: Direct communications (bulletins and events) supported by the Mobile Unit reach a broader public; On-line tools (web site and mailing list) to reach a broader public, from different municipalities and countries; and alliances with local media to have access to the radio and press to call participants to the events and to make public the results and findings of the center.

4. Local dialogues on political alternatives and plans for democratic governance strengthening

Using the information provided by the baseline and subsequent local governance measurement, the Local Centers will organize forums and seminars to study and understand in depth local problems and to propose alternatives to strengthen local governance for MDG attainment.

5. Identify and support strategic actions to strengthen democratic governance.

The Center will promote the formulation and implementation of specific projects and programs prioritized by local actors. These proposals will be discussed with local authorities to look for synergies with public programs and policies. Local Centers will have the infrastructure to support these proposals. The local centers will act as a training facility and will build on the materials produced by the UNDP's Escuela Virtual.

6 Follow up on the state of local governance conditions

Each local center will periodically follow up on the evolution or changes on local governance and its impact on the Millennium Development Goals. The centers will collect information constantly throughout the year, and will produce reports biannually. Based on the analysis of these periodic measurements and on the results from the workshops and community meetings, the local center will extract lessons learned that will be systematized and published by the regional center.

7. Follow up actions to diagnostic results.
Each local center will be a meeting place for defining actions to strengthen local governance. CSOs and local authorities will be responsible of drafting alternative actions and defining agreements between participant organizations to contribute with the technical and financial contributions required

Table 4. Requirement for setting up the Prologo Local Centers

- A technical committee formed by a group of CSOs and a representative from the Regional Center, will be responsible to guarantee proper use of the information
- The organizations members of the committee will take the leadership role by turns.
- Staff: one junior consultant to collect and analyze information,
- Resources and Information:
  - Baseline local governance opinion poll (to be financed by the Prologo Network Project)
  - Follow up local governance opinion polls (to be financed by local Partners)
  - Venue and office supplies (to be provided by local Partners)
  - Furniture and equipment (provided by the Prologo Project)
  - Gathering information for local governance conditions diagnosis
  - A website, linked to the Regional center website
  - Periodic publication of bulletins
  - Organizing community meetings to publicize
  - Organizing the events for experience exchange coordinated by the regional center.

1.2. Training system

This component of the strategy will be implemented by UNDP's Regional Project Escuela Virtual. Basic steps for the creation of the training system are briefly described below:

i) design, prepare and launch an on line course on local governance for human development, the course must be easily adaptable to on campus modality;

ii) forge partnerships with Latin-American and Valencian higher education institutions to provide training programs for local community leaders and other strategic actors identified by the project,

iii) iii) link the Escuela Virtual's on line training platform with the Prologo Network website.

1.3. PRÓLOGO Regional Center

The Regional Center will be responsible of: providing Local Centers with diagnostic methodologies; revise, feed back and optimize the diagnostic tools, gather, compare and analyze information from the local centers. The Regional Center will draft comparative studies and document successful experiences. The Regional Center will also foster and facilitate cooperation between local centers and with similar initiatives in the region.

The Regional Center will publish on its website the information and findings of the Local Centers; the regional center's website will be linked with the local centers sites. The Regional Center will also organize regional events and meetings with participants from Latin America and Valencia.

As agreed with the Generalitat Valenciana, the Regional Center will be based in Bogota, so it can build on the experience of the team of UNDP's Regional Project on Local Governance. This location will allow the center to capitalize on the resources and technical and methodological tools developed by UNDP, and the organizations capacity to promote the initiative in other countries, not directly involved I the initiative.

1. Articulate the Prologo Network with ongoing initiatives

The Project will synergize with ongoing initiatives in the beneficiary countries, preferably with initiatives led by UNDP or the Valencia Cooperation office in Colombia, El Salvador and the Dominican Republic.

In Colombia, UNDP in association with the Fundación Cívico-Social Pro Cartagena, FUNCICAR, are creating an observatory on local governance in Cartagena. The Prologo Local Center would count with the participation of FUNCICAR and would benefit from the experience that it has gained with this initiative. Furthermore, the Center would work jointly with other ongoing initiatives like: Cartagena Como Vamos (quality of life observatory) and Consejo Como Vamos (a social control mechanism).

In El Salvador, the Project would add on to the second phase an initiative of UNPD CO for strengthening public management capacities and localizing MDGs. The Local Center could help to strengthen the institutional role of the National Counsel for Sustainable Development, CNDS, and of other governmental institutions members of the association of municipalities, COMURES.

In the Dominican Republic, UNDP has worked together with the local government (the National Council for State Reform, CONARE, and the National Planning Bureau, ONAPLAN) to create an interinstitutional committee for the analysis of local governance conditions. The committee used tools developed by the Regional Project on Local governance to draft an Agenda for strengthening local governance conditions in the country. In this sense, the Local Center in Dominican Republic can use the Agenda to promote actions at the local level and to provide inputs for national debate. In 2003, the Regional Project also facilitated a knowledge transfer agreement between Bogotá and Santo Domingo mayor's office

The project will also articulate activities with the Comunidad Valenciana. The project will build on the experience of Valencian organizations on governance and local development. The project will explore the possibilities for forging partnerships with the Valencian Federation of Municipalities de Municipios and/or the Valencian Network of municipalities, to support local centers in the formulation and implementation of the strategic actions identified by each community.

2. Organizing catalytic events for the promotion and exchange of experiences and initiatives.

De manera transversal a los tres componentes de la Red PRÓLOGO, el Nodo Regional desarrollará eventos encaminados a generar un proceso de difusión e intercambio de conocimiento. En particular, el Nodo Regional promoverá los siguientes eventos:

1. Launching the PRÓLOGO Network. In the first quarter of the project, the Cartagena Prologo Local Center will launch the results from its first local governance diagnosis. During this event, the Generalitat Valenciana and the Regional Bureau for Latin America and the Caribbean, RBLAC, will launch the Project. The Regional Center and the Cartagena Local center will organize and publicize the event, and the Generalitat Valenciana will assume the travel expenses of their participants.

2. Meeting for experience Exchange between Prologo local centers and other initiatives.

An event to celebrate the network's work will be held by the end of the first year of the Project in one of the host municipalities. The meeting will be a space for south-south cooperation.

3. Prologo Network Experiences Exchange event in Valencia

An encounter will be held in Valencia during the second year of implementation of the Project. The event will gather together the Local Centers and the Regional Center, with Valencian actors (Valencian local authorities, academia, research centers and other strategic partners). The event will be a space to present

with detail the Prologo Network, its objectives and strategy, the tools and methodologies developed and used, the pedagogic materials developed by the Escuela Virtual, and the up to the date results obtained by the Network. The logistic organization of the event will be in charge of the Generalitat

All the events will provide input for the design of audiovisual support for the course on local governance for human development or for a virtual forum between Network members using the training platform of the Escuela Virtual.