

Brazil

Improvement Plan

Thematic window: Conflict Prevention and Peace Building

Programme Title: MDG-F Joint Programme on Conflict Prevention and Peace Building in Brazil

JP “SECURITY WITH CITIZENSHIP: PREVENTING VIOLENCE AND STRENGTHENING CITIZENSHIP WITH FOCUS ON CHILDREN AND YOUTH IN VULNERABLE SITUATIONS IN BRAZILIAN COMMUNITIES”

Joint Programme Improvement Plan
February 2012

GREEN	CONCLUDED
YELLOW	IN PROGRESS
RED	DELAYED

Evaluation Recommendation No. 1						
Introduce or fine-tune, respectively, management tools for the management and coordination of the JP.						
Response from the Joint Programme Management						
The JP Management fully agrees with the recommendation and will prioritize its implementation.						
Key actions	Time frame	Person responsible	Follow-up		Secretariat	
			Comments	Status	Comments	Status
1.1 The JP is to compile a joint Work Plan until the end of current date of the JP (October 2012) outlining a) planned initiatives; b) timeframes of implementation; c) leading agency and agencies involved; d) timeframes. The General Work Plan is to serve as basis for fine-tuned quarterly plans.	25/11/2011	JP Coordinator	The joint Work Plan completed and submitted to MDG-F together with the second disbursement request.			
1.2 The JP is to set up a results-based monitoring system containing: a) baseline; b) SMART indicators; c) final and intermediate targets; d) means of verification.	25/11/2011 for initial M&E framework, featuring required elements.	JP Coordinator in liaison with the JPMC	The M&E framework completed and submitted to MDG-F together with the second disbursement request. The document is to be streamlined further by the new JP Coordinator who will also perform functions of the Q&A and M&E specialist. The recruitment process has been launched, to be completed in early March 2012.			

<p>1.3 Once the JP Work Plan and M&E System are finalized, in order to follow - up on progress at the municipal level the JP is to develop municipal work plans and monitoring matrixes. The Q&A and M&E specialist will be responsible for monitoring each municipality</p>	<p>Deadline for completion of municipal M&E matrixes and workplans: 09/03/2012</p>	<p>JP Coordinator</p>	<p>The JPMC is currently working on separating the AWP and M&E matrixes by areas of intervention.</p>			
<p>1.4 The JP is to develop a rigorous quality assurance scheme, including processes and products involving sub-contractors (consultants and NGOs). The QA system will feature: a) alignment with quality indicators of the M&A system of results; b) standardized briefing procedure of all new staff/contractors; c) coordination with effective QA tools of other JPs at the country level. The Q&A System will be devised and followed by the JP's Q&A and M&E Specialist, in liaison with 3 UNDP consultants in the field.</p>	<p>Q&A and M&E Specialist is to be hired by the JP by 20/01/2012, with the Q&A System being set-up shortly afterwards, on priority basis.</p>	<p>JP's Coordinator, in liaison with 3 UNDP consultants in the field and with the support from the RCO.</p>	<p>This activity is delayed due to changes in Coordination Unit of the JP with the exit of the current Coordinator. The new Coordinator will perform functions of the Q&A and M&E Specialist and will treat this recommendation on the priority basis. Process of selection of the new Coordinator has been launched and is due to be completed by approx. mid-March.</p>			
<p>1.5 To prevent efficiency losses caused by duplication of efforts as well as uncoordinated missions, the JP is to streamline coordination mechanism along UN agencies and further partners in the JP. The mechanism will feature: a) clearly defined responsibilities in the Programme Management Team; b) open communication channels from the Coordination Unit to all involved stakeholders and vice versa; c) working groups for respective results.</p>	<p>Two meetings (in the ambit of the JPMC and between JPMC members and local focal points) aimed to address this recommendation were held in February 2012.</p>	<p>JP Coordinator in liaison with the leading agency</p>	<p>Coordination structure is currently under review and will be streamlined with hiring of new JP Coordinator. Two meetings have been held on the subject so far – in the ambit of the JPMC and between JPMC members and municipal focal points. Two mechanisms to streamline coordination with the field are suggested: (a) coordinator and local focal points, to periodically have</p>			

			updates bottom-up and (b) coordinator also periodically to contact each agency and gather information on the actions of the foreseen period. A common calendar on activities in each municipality have been elaborated and shared with the JPMC/municipal focal points. The document is to be reviewed during each monthly JPMC meeting.			
<p>1.6 (i) The JP is to validate the drafted Communication and Advocacy strategy and to implement it immediately thereafter. The strategy will be constructed jointly and reflect political milieu in the field.</p> <p>(ii) The Coordination Unit is to be strengthened by contracting 3 Communications Consultants, to be based in the field and co-financed by UNODC, UNDP and UN-HABITAT. The contracting to be done by UNDP.</p> <p>(iii) M&E and Communication strategies to be vinculated by photo- and video- evaluation technique.</p>	<p>(i) 11/11/2011, to be approved by the JPMC</p> <p>(ii) ToRs to be constructed and launched – 12/01/2012. Deadline to have 3 Communication Consultants hired – 13/02/2012.</p>	<p>(i) JP Coordinator, in liaison with the JPMC</p> <p>(ii) JP Coordinator, in liaison with the JPMC.</p>	<p>Strategy approved by the JPMC and to be fine-tuned in partnership with the local communicators that are being hired.</p> <p>The process of hiring Communication professionals conducted by UNDP is about to be completed. Interviews were held on 24/12/2012. Internal processes are now being finalised and announcement of chosen ones made shortly.</p>			
<p>Evaluation Recommendation No. 2 Share and validate the diagnosis results with the local committees; discuss content, activities and anticipated results of the three local security plans; validate these action plans; start the work along the lines of the respective security plans.</p>						
<p>Response from the Joint Programme Management The JP Management fully recognizes importance of the recommendation. Validation of diagnosis results are in process in the three municipalities and are to be finalized</p>						

early December 2011. At the same time, the JP Management calls attention to the political contamination of JP activities, generated by the upcoming municipal elections in October 2012 and already clearly evidenced in the field.

Key actions	Time frame	Person responsible	Follow-up		Secretariat	
			Comments	Status	Comments	Status
2.1 The JPMC is to produce joint political assessment of planned activities, in order to decide if any of them would be better developed after elections (Oct 2012).	First week of December 2011	JP Coordinator with the JPMC				
2.2 (i) The diagnosis results have been presented in Contagem on 01/11/2011. Final validation pending. (ii) Presentation and final validation of diagnosis results in Victoria pending. (iii) Presentation and final validation of diagnosis results in L. de Feitas pending. (iv) Capacity-building of local consultants on local security plans to be carried out in Brasilia on 21-24/11/2011. Field activities on local security plans to commence according to political assessment (see 2.1).	(i) Full validation by 21/11/2011 (ii) Presentation on 18-19/11/2011. Full validation by 09/12/2011. (iii) Presentation on 1-2/12/2011. Full validation by 12/12/2011. (iv) Capacity-building to be completed by 24/11/2011.	(i), (ii) and (iii) Ms. Erica Machado / UNDP focal point (iv) Ms. Erica Machado / UNDP focal point	Diagnosis results presented and validated in three municipalities in Dec 2011. Capacity building of consultants finished on Nov 2011. Field activities to be started on 1 st March 2012.			

Evaluation Recommendation No. 3

Discuss and decide in the PMC and with the local focal point on how to proceed in the Municipality of Vitoria, as the local community members are absent in the local committee.

Response from the Joint Programme Management

As a result of discussion held in the ambit of the Management Meeting on the JP Improvement Plan held on 02/11/2011, the PMC decided to continue activities in the Municipality. There has been a recent revival in partnership dynamics coinciding with the recent nomination of a new deputy municipal focal point. The JPMC is exploring tools other than the local committee on its suggested original format that would better respond to operational context in Vitoria.

Key actions	Time frame	Person responsible	Follow-up		Secretariat	
			Comments	Status	Comments	Status
3.1 The JP is to hold meeting with the local focal point/remaining Local Committee members to agree on future strategy. Options of reactivation of the existing Committee or establishing a new forum in synergy with cultural centre initiatives shall be	December 2011	JP Coordinator, in liaison with the JPMC	Preliminary meetings amongst agencies held. A proposal that activities should be focused on			

discussed.			mobilization of the community will be presented to local stakeholders. Meeting in Vitoria with focal point/local Committee is confirmed on 12 th March 2012.			
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Evaluation Recommendation No. 4

Enhance the pace of implementation for the next 3 months as there is a lot of managerial groundwork to be done prior to the implementation of several milestones, for ex. the local security plans. Sufficient qualified in-house human resources of all agencies involved should be allocated to the JP implementation with priority. Allowing the focal points and deputy focal point to set aside enough time to dedicate to the JP implementation. Allow at least one of the two focal points to treat the JP with priority. In case there is no in-house capacity available, consider hiring an additional staff. More specifically, the JP needs to immediately nominate an official and available deputy focal point at the UN-HABITAT offices in Rio. Should this not be possible: Hire a person to assume this function. It should be also considered to place this person in Brasilia with the other focal points to facilitate the communication with the other agencies. UN-HABITAT has 13% of the overall budget and will be involved in a number of specific outputs.

Response from the Joint Programme Management

The JP Management appreciates the importance of this recommendation. Participating agencies undertake to ensure that each agency has focal points working in liaison with deputy focal points that dispose of adequate time for the JP implementation and have sufficient decision-making authority. Process to be monitored by the RCO, which if needed, is to flag the issue to the RC and encourage agencies's continued full participation.

Key actions	Time frame	Person responsible	Follow-up	Secretariat		
			Comments	Status	Comments	Status
4.1 UNICEF is to contract full-time focal point for the JP.	January 2012	Ms. Casimira Bengé/UNICEF focal point	Hiring process delayed mainly due to difficulties associated with introduction of the new financial system. Estimated deadline: end of March 2012.		s	
4.2 UNESCO is to ensure that the deputy focal point is dedicated full-time.	Immediate implementation	Fabio Eon/UNESCO focal point and Alessandra Magagnin / deputy focal point	Achieved.			
4.3 UN-Habitat undertakes to ensure continuous presence and close follow-up by agency's focal point of JP's activities.	Immediate implementation	Ms. Rayne Ferretti / UN-HABITAT JP focal point	Achieved.			

4.4 UNODC to continue ensuring the current level of participation – focal point working in liaison with the deputy focal point. Deputy focal point is dedicated full-time to the JP.	On-going implementation	Mr. Nivio Nascimento / UNODC JP focal point and Mr. Gilberto Duarte/ UNODC deputy focal point	Achieved.			
4.5 ILO is to ensure continuous presence and close follow-up by the agency's focal point of JP's activities.	Immediate implementation	Thais Dumet Faria, focal point and Andrea Melo, deputy focal point.	Achieved. Ms. Faria ensured that, despite no managerial changes were made; she will allocate more time to the JP.			

Evaluation Recommendation No. 5

Enhancing JP Coordination Unit's capacity with the M&E/Quality Assurance skills.

Response from the Joint Programme Management

The JP Management appreciates the importance of this recommendation and prioritize its implementation.

Key actions	Time frame	Person responsible	Follow-up		Secretariat	
			Comments	Status	Comments	Status
5.1 The Coordination Unit is to be strengthened by contracting the JP's Q&A and M&E Specialist. Contracting is to be done by UNDP.	The ToR is ready. Deadline to hire the M&E professional - 20/01/2012.	UNDP focal point	The new JP Coordinator who will also perform functions of the Q&A and M&E specialist. The recruitment process has been launched, to be completed in early March 2012.			
5.2 Possibility will be explored to count with a specific support/advisory services from relevant UNDP LAC specialists.	Immediate implementation	RC Office, in liaison with the JP Coordinator				

Evaluation Recommendation No. 6

JP is at an important and decisive stage and might need support and intervention at highest management level.

Response from the Joint Programme Management

The JP Management would like to verify continued support of the Resident Coordinator in all situations requiring his attention/action. The JP Management has constant opportunity to present its queries directly to the RC. Besides that, the JP is obliged to report to the RC on its progress/difficulties during the bi-monthly meetings between the RC-JP Coordinators.

Key actions	Time frame	Person responsible	Follow-up		Secretariat	
			Comments	Status	Comments	Status
6.1 The JP is to keep the RC/RCO abreast of any political/operational difficulties JP might encounter.	Immediate implementation	JP Coordinator				

Evaluation Recommendation No. 7						
Urgent submission of the request for the second tranche of the budget with the requested attachments: a) Work Plan and the budget forecast for the period until October 2012; b) newly established complete monitoring system with SMART indicators; c) newly developed communication strategy with estimated time frame and budget. At a later stage apply for a budget neutral extension until June 2013 as soon as the 70% expenditure of the second tranche of funding will be reached.						
Response from the Joint Programme Management						
The JP Management appreciates the importance of this recommendation and will prioritize its implementation.						
Key actions	Time frame	Person responsible	Follow-up		Secretariat	
7.1 The JP is to take all necessary steps to ensure that the required document package is presented to the RC Office no later than the indicated deadline.	25/11/2011	JP Coordinator	Comments Second disbursement received in Dec/2011	Status	Comments	Status
Evaluation Recommendation No. 8						
Introduce a sustainability strategy/exit strategy with anticipated milestones to be achieved within JP implementation.						
Response from the Joint Programme Management						
The JP Management appreciates the importance of this recommendation						
Key actions	Time frame	Person responsible	Follow-up		Secretariat	
8.1 The JP/Sustainability strategy will be constructed keeping in mind the peculiarities of each municipality (identified in the diagnosis and addressed at the plan) as well as the role of stakeholders.	January 2012	JP Coordinator and the JPMC	Comments Action delayed by changes in JP Coordination Unit. New Coordinator and the JPMC to establish new deadline and basis for the sustainability strategy.	Status	Comments	Status
Evaluation Recommendation No. 9						
Update Risk Assessment Table and work on mitigation strategies.						
Response from the Joint Programme Management						
The JP Management appreciates the importance of this recommendation and will prioritize its implementation.						
Key actions	Time frame	Person responsible	Follow-up		Secretariat	
9.1 Risk Assessment table is to be updated as a part of revision of JP Work Plan. The revised Work Plan to be completed by the indicated deadline.	18/11/2011	JP Coordinator and the JPMC	Comments Action delayed. JPMC to do the risk assessment table together with the	Status	Comments	Status

			new Coordinator and set a new deadline.			
Evaluation Recommendation No. 10						
Initiate Thematic Group on Security, involving also other UN agencies, for example the coordinator of the UNWOMEN Violence Area, as planned in the JP document.						
Response from the Joint Programme Management						
The JP Management will formally place this proposal for the RCs/UNCT's consideration.						
Key actions	Time frame	Person responsible	Follow-up		Secretariat	
10.1 Proposal will be presented for the RC's/UNCT's consideration.	UNCT December 2011 meeting	RC Office, in liaison with the JP Coordinator	Comments The UNCT, during its December 2011 meeting, viewed favorably the idea of establishing Thematic Group on Security. The TG to be established in second semester of 2012.	Status	Comments	Status
10.2 Relevant internal capacities of participating agencies will be explored. In particular, joint experience of UN-HABITAT and UNWOMEN in "Safe Cities for Women" program is to be reviewed and potentially streamlined in the JP.		JP Coordinator and the UN-HABITAT focal point	Action discussed. UN-HABITAT will develop relevant actions at least in one city in March 2012 – probably Vitoria.			
10.3 Possibility will be explored to count with a specific support/advisory services from relevant UNDP LAC specialists.	Immediate implementation	RC Office, in liaison with the JP Coordinator				
Evaluation Recommendation No. 11						
Proactively involve the (sole) Governmental Partner PRONASCI in the JP and re-vitalize the once fluent working relationship. Discussion of the diagnosis results and the local security plans could be a good entry point. Keep the Secretariat for Public Security (SENASP) officially posted about important milestones in the JP. Continue to involve, where appropriate, governmental staff in trainings and seminars (knowledge transfer, capacity building); seek for exchange of ideas where legal and law enforcement issues are part of the JP.						
Response from the Joint Programme Management						
The JP Management appreciates the importance of this recommendation and will prioritize its implementation.						
Key actions	Time frame	Person responsible	Follow-up		Secretariat	
11.1 Official letter sent from the RC in Aug/11. No response so far. In the JPMC will wait SENASP to define lines of action		JP Coordinator, in liaison with the RC Office.	Comments Ms. Deborah Freitas is no longer the JP focal point.	Status Awaiting official	Comments	Status

and priorities so as to see best strategy to undertake.			Ms. Angela Rodrigues was temporarily assigned as focal point, but another person will be formally assigned shortly. JPMC will be informed accordingly.	communication		
11.2 Diagnosis results and the local security plans are to be formally presented to PRONASCI.	March 2012	JP Coordinator, in liaison with the UNDP focal point and the JPMC	Same as above.			

Evaluation Recommendation No. 12

Initiate, in cooperation with UNWOMEN, the gender mainstreaming of the JP. So far there are activities that are gender sensitive or directed to women, but there is no gender mainstreaming in place yet.

Response from the Joint Programme Management

The JP Management appreciates the importance of this recommendation, as the diagnostics results reveal that gender should be a strong area of the JP's focus.

Key actions	Time frame	Person responsible	Follow-up	Secretariat		
			Comments	Status	Comments	Status
12.1 JP Coordination is to hold a meeting with the UNWOMEN focal point on "UNE-TE" Campaign in order to discuss potential for cooperation/ mainstreaming of gender component into JP activities.	2nd week December 2011	JP Coordinator	UNWomen was contacted and is willing to cooperate. Their involvement was awaiting the results of the diagnosis. Action to be retaken with hiring of new Coordinator.			