The United Nations Country Team in Nicaragua presents a proposal of hope and commitment. These are our charters: new methods, new ideas, new ways of acting, with one common purpose, to work so that Nicaraguans may have more and better opportunities for individual and social development.

We are aware that this involves making a qualitative and organizational leap in which the proposed values, goals and mechanisms must have clear leadership by the Government in the renewal of international assistance for the country. For this, there will be a need for specific efforts, very clear determination and very evident indications so that the assistance reaches the people who most need it, the poorest.

The new millennium and previous experiences commit us to seek new modes of action. This means acting jointly, streamlining resources, harmonizing procedures and guaranteeing transparent, results-oriented management that has a direct impact on the reduction of poverty and that promotes human development.

The consolidation of a common agenda for development, favored in recent years, is the opportunity for assistance to be "deinstitutionalized" and to draw closer to the people; ensuring their participation in the decision-making process, and promoting co-responsibility with the beneficiaries, civil society, the private sector, the government and the international community. The streamlining of jurisdictions of the various actors and the complementarity of actions that respond to the national priorities will serve as a basis for closer coordination centered on common visions that lead to an improvement in the development indices for the country.

The proposal that you have in your hands is the expression of the reform of the UN System ratified in Nicaragua. It presents a vision, agreed upon by consensus of the resident agencies in the country, that responds to the priorities established by the Government and to the needs of Nicaraguans. The UNDAF (United Nations System Development Assistance Framework) takes the assessment of the Common Country Assessment (CCA) and establishes priority areas for action, goals and objectives that fully coincide with the recommendations of the international summits, the principal recommendations of the Strengthened Poverty Reduction Strategy (SPRS) and the renewed mandates of each of the agencies of the System. There is a singular opportunity at this moment in which the country has a cohesive platform in the SPRS that inspires its action in complying with international goals for the alleviation of poverty in 2015.

In this spirit of renewal and with the modest nature of our contribution, our proposal for promoting a new style of work is inscribed. If poverty cannot be compartmentalized, but is a system of causes and effects, then our assistance must offer collaborative, integral and focused solutions.

We reiterate our commitment to people and our will to transform the assistance of the United Nations System into an effective tool for the construction of a more equitable society that promotes and respects human rights.

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Background

Almost half of the Nicaraguan population is poor, approximately two million, three hundred thousand people. Of these, approximately eight hundred and thirty thousand live in extreme poverty. Even though the country's economy has grown in the past years at about 4%, this is insufficient since the current population growth rate is 2.7% a year. In the last five years, poverty levels have decreased in relative terms. However, as a result of the rapid population growth, the total number of poor has increased.

Open unemployment, which had been reduced every year since 1994, showed a slight increase in the past year. The underemployment rate continues to be high and the income levels of the majority of the population continue to be low in relation to what is required to enjoy a decent standard of living. Furthermore, in the year 2000 the trend to migrate to neighboring countries continued and projections show this will increase.

In November of 2000, Nicaraguans elected new municipals authorities. In November of 2001, elections for new members of the legislature and the National Government will be held, and in the year 2002, there will be elections in the Autonomous Regions of the Atlantic Coast. In this electoral context, the political agenda for the next years will be defined by, among other things, the Stockholm Declaration as it relates to the consolidation of the democratic process and the strengthening of decentralization with active participation of civil society; the promotion of human rights and the reduction of inequity gaps; the struggle against poverty and the increase in competitiveness of the economic system, deepening the process of regional integration in Central America.

The Strengthened Poverty Reduction Strategy: A Step Forward

In this political, economic and social context, Nicaragua is facing the challenges of development by defining the Strengthened Poverty Reduction Strategy (SPRS) with the support of the United Nations system (UN System), the donor community and with broad consultation of civil society. Even though not unanimous, the consensus around the SPRS has generated a need for collaboration in the setting of a common goal that, in the next years, leads to the consolidation of a shared vision for the country. Among other issues, this process should also contribute to the definition of a National Development Plan with social equity; an economic system that is more productive, competitive and equitable; and a more effective and efficient organization of the State.

The Poverty System and the Human Development System in Nicaragua

In the last half of the year 2000, the United Nations System (UN System)/Nicaragua worked on the analysis of the problems of the country; what has been called the Common Country Assessment (CCA). The conclusions of the CCA outlined key elements for what has been referred to as the Poverty System in Nicaragua and presented the challenges that the country must confront to take more sure steps towards poverty reduction. Based on those elements, the CCA also defines a Human Development System in Nicaragua, identifying the actions that the country as a whole, in collaboration with international assistance, must undertake.

As a result of these actions, the United Nations Development Assistance Framework (UNDAF) was established as a foundation for defining the priorities of UN System assistance and for consolidating and broadening alliances with the rest of the stakeholders in the development field in Nicaragua on those strategic aspects that enable more effective results in the fight against poverty and in moving towards Sustainable Human Development.
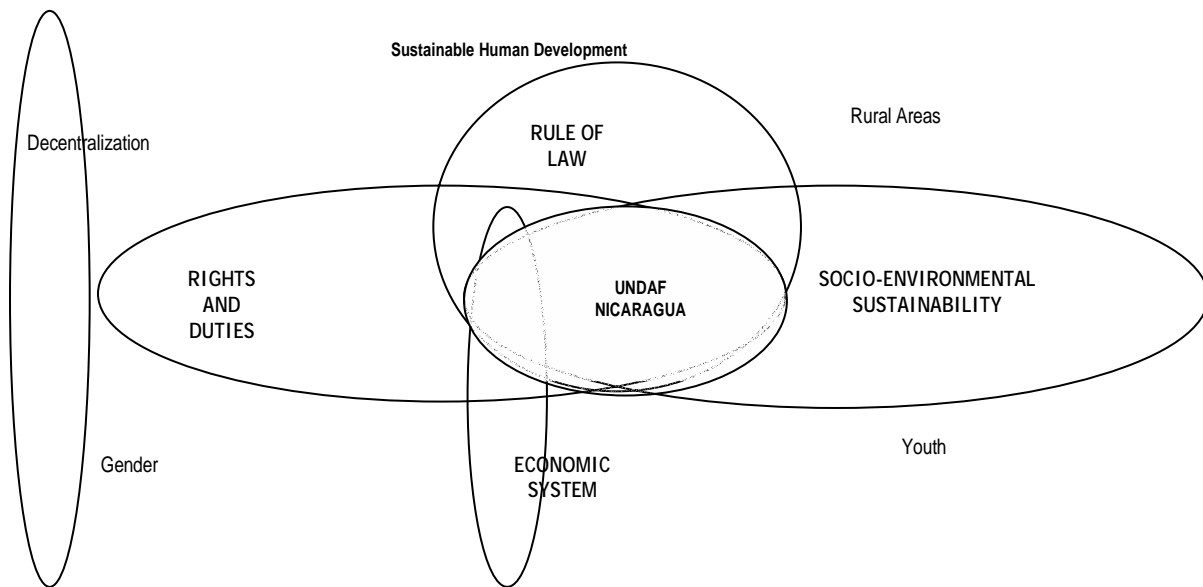
The CCA identifies four main structural causes in the System of Poverty in Nicaragua: absence of a culture of rights and duties for all individuals; an economic system that is exclusive, with little diversification and productivity; weak institutions and an emerging notion of rule of law; and a culture of violence.

The System of Human Development for Nicaragua, therefore, proposes four broad elements for intervention: a culture of rights and duties for all individuals; a productive and inclusive economic system; rule of law; and a culture of peace.

Also, considering that the definition of Sustainable Human Development makes explicit reference to the rights of people to an adequate environment, and taking into account the serious environmental degradation that Nicaragua has suffered in the last decades, the importance of which was confirmed in the CCA, it was necessary to include the element of Environmental Sustainability in the UNDAF.

The integral approach that is reflected in the CCA must be made visible when our assistance initiatives take place. However, for operating purposes, the UN System has classified its goals and objectives in four areas for action that should not be constrictive, but help to better visualize the intervention elements.

UNDAF ACTION AREAS

The following table shows the different components (goals of cooperation) that UNDAF has prioritized within each action area:

Action Areas and Components			
I. Rights and Duties of Individuals	**II. Socio-Environmental Sustainability**	**III. Inclusive, Productive, Diversified Economic System**	**IV. Rule of Law and Democratic Governability**
1.1 Strengthen national and local capacities for the formulation, implementation and evaluation of public policies with a rights and Sustainable Human Development perspective, with the purpose of decreasing the economic, gender, urban-rural and ethnic gaps.	2.1. Strengthen a vision and a strategy of Sustainable Development that leads to a National Plan of Sustainable Development with social equity.	3.1. Contribute to the development of an economic system that responds to the basic needs, especially of the poorest population in Nicaragua, and fosters employment and increases production.	4.1. Strengthen a shared identity and a new ethic based on human rights, transparency and rule of law.
1.2. Contribute to meeting the basic needs and welfare of all people by guaranteeing: • Basic Education • Primary Health Care, including sexual and reproductive health information and services and prevention of STD/HIV/AIDS • Basic nutrition and food security • Habitat (housing, water and sanitation) • Decrease in the supply and demand for drugs	2.2 Policies for land use, human settlements and soil use.	3.2. Promote, from Nicaragua, a redefinition of the agenda for regional integration with more participation of civil society in the process.	4.2 Strengthen capacities of civil society to participate in and control public life.
	2.4 Reduce ecological and socio-environmental vulnerability through sustainable management of natural resources and the habitat		4.3 Support the processes of decentralization to bring political, administrative and investment policies closer to the citizens. 4.4. Universal, unrestricted and quality access to justice

Goals and Objectives of Aid

Rights and Duties of Individuals:

In order to foster a culture that promotes and defends the rights and duties of individuals and meets the basic necessities of all people, ensuring quality of life, the development and fulfillment of human potential and the full exercise of people's freedoms, the UNDAF has defined two goals:

i) To strengthen national and local capacities for the formulation, implementation and evaluation of public policies with a rights and Sustainable Human Development perspective in order to reduce the gaps in economic conditions, gender, urban-rural areas, age and ethnicity; and ii) To contribute to the satisfaction of the basic needs and the welfare of all individuals guaranteeing: basic education; primary health care, including information and services in sexual and reproductive

health and the prevention of STD/HIV/AIDS; food security and basic nutrition; habitat (housing, water and sanitation); reduction in demand for drugs and strengthening of national drug control capacities.

Socio-Environmental Sustainability:

In the area of environmental sustainability the System's objectives concentrate on: support for the formulation of the National Strategy of Sustainable Development; the strengthening of institutional capacity (at the local and national level) on issues of land use and the inclusion environmental sustainability criteria for development strategies and policies. Likewise, it involves the implementation of mechanisms for prevention, mitigation and attention to natural disasters at the local level, as well as the implementation of sustainable systems for the use and management of natural resources. In this context risk management capacity will be boosted.

Inclusive, Productive and Diversified Economic System:

This area addresses the goals and objectives related to: encouraging the allocation of financial resources for the priorities identified in the SPRS, in key themes such as the promotion of employment and increased production; strengthening some mechanisms for regional integration; and formulating a common project that incorporates productive components and that is the first experience of collaboration among all of the agencies. This will be a program focused in a specific geographic area of the country, in which all the sectoral approaches are be integrated and which will take into consideration the poverty map of the country and the mapping of assistance.

Rule of Law and Democratic Governability:

In the analysis of the previous dimensions regarding the problematic of poverty, CCA has managed to identify a number of underlying and structural causes linked to the institutional order, which are related to democratic good governance, the institutional framework and the political culture of the country. The consolidation of the rule of law becomes an area of priority when dealing with topics such as: the promotion of a political ethics, based on exercising control over government actions; the definition of a vision of country; the promotion, defense and observance of human rights and the increase in citizen participation in decision-making; support for the processes of decentralization; and the improvement of justice, from an access, quality and service perspective.

Strategies for Assistance

The UN System in Nicaragua aims to achieve the objectives stated in UNDAF through the following assistance strategies:

1.- Development and Strengthening of National Capacities:

There will be collaboration with government entities and local organizations in the formulation and implementation of policies and programs that support the development process of the country. Particular attention will be given to the building of capacities among organizations of civil society and local NGOs and to the strengthening of institutions and organizations at the municipal level, all within the framework of the decentralization process.

2.- Focus

The will expressed in the SPRS to support the legal framework and other regulations to combat poverty and improve the conditions of indigenous groups, children, youth, and women must be joined by a political will to allocate greater resources to the institutions and programs that work with these sectors. The UN System must contribute so that the programs and projects are directed towards these under-represented groups, particularly in the poorer rural areas and areas that are more vulnerable to natural disasters.

3. SWAP and the Program Approach

The Sector Wide Approach (SWAP) is a form of assistance with the purpose of improving the effectiveness and efficiency of foreign assistance and to reinforce local capacities in a coordinated and coherent way. The UN System will contribute to the development of the SWAP by supporting the participation of all parties (donors and local organizations), by strengthening government's capacity to manage and implement the process, thus facilitating the attracting of resources and align the necessary procedures to implement the SWAP. In Annex 2, there are six synoptic charts corresponding to the following programs/projects that make up a portfolio for future work within the framework of UNDAF:

- Support for the Strengthening of the System of Vital Statistics of Nicaragua
- Support for the National Program on Sexual and Reproductive Health with a Sectoral Perspective
- Decentralization of Offices of the United Nations System in Nicaragua
- International Gathering on Foreign Assistance in Nicaragua
- Support for the Consultative Group of Civil Society in Nicaragua
- Comprehensive Development Program in Rural Areas of Nicaragua

4.- Cross-Cutting Themes

The UN System also attempts to be the voice of the voiceless; the voice of the individuals discriminate against because of sex, age, race, culture, class, ideology, but also the voice of nature, destroyed by humans. Therefore, our mission is to bring this voice to the public. In this context, as a strategy to impact on development, the UN System attempts to give visibility to the problems of the people of this country, as well as to its environment, which is now so deteriorated.

The development projects, programs and actions that we as the UN System and as individual agencies undertake during the next five years must take into consideration the following cross-cutting themes: the effective incorporation of the perspective of gaps in all development actions of the UN System; participation; population; prioritization of actions for youth; prioritization of actions for the improvement of living conditions of people in the rural areas; decentralization; and the environment.

5. Promotion and Defense of the UN System Mandate (Advocacy)

The UN System must foster an ongoing dialogue with national authorities, governmental and non-governmental, at the local and national level, as well as develop mechanisms and promote initiatives that help form opinion and can influence the decision-making process for

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the adoption of public policy and the formulation of programs and action plans, with a focus on rights and Sustainable Human Development perspective, in issues that have priority in the UNDAF areas of action.

6. Building Alliances and Political Dialogue

- ***With the Government***

The coordination and establishment of a framework and institutional mechanisms with national authorities ensures a sense of ownership by the government and allows for consistency and coordination between programs and projects supported by the UN System and the priorities established in the national strategies of development.

- ***With Bilateral Donors***

The UN System will continue to ally with and mobilize the resources of bilateral donors, based on common goals and objectives regarding governability and the reduction of poverty, and the UN System will promote an ongoing dialogue that ensures that the priorities identified in the UNDAF will receive the necessary attention.

- ***With the IFIs***

The achievement of the objectives of the UNDAF requires an ongoing dialogue on assistance and development policies as well as the fostering of a constructive relationship between United Nations and the international financial institutions. In that regard, concrete mechanisms of collaboration will be fostered.

- ***With NGOs and Organizations from Civil Society***

The UN System will continue to collaborate with international NGOs in the implementation of programs and projects in areas in which these organizations have a comparative advantage, in this way helping to ensure the sustainability of their operations. Likewise, the UN System, through its programs, will work together with organizations from civil society that are involved in the process of formulation, implementation and evaluation of development policies to strengthen their technical, financial and organizational capacities.

7. Mechanisms for Inter-agency Coordination

Based on a critical reflection on the assistance efforts undertaken in Nicaragua to date, there are two key aspects that can be highlighted regarding their limited relevance in alleviating poverty. On the one hand, there has been a lack of focus on concrete areas and on the other, there has been a lack of coordination among different actors that work for the development of the country.

The UNDAF, thus, is formed as a foundation to overcome these two obstacles, but as a System, it also has its own short and medium term objectives within the UN System:

In the years 2002-2004, in order to strengthen coordination, programming and management of joint development actions, the UN System Coordination Office will be strengthened. In addition, two offices of the UN System will open, one in the Atlantic Coast and the other in the

northern part of the country, regions that, according to the poverty map, are the most depressed.

After the two decentralized offices have been created, the UN System will identify two comprehensive projects in each of the geographic areas, which will have as objectives:

- to increase production and productivity of small and medium production units that will generate employment
- to improve access to basic social services by the population
- to improve institutional capacity in matters of planning and management at the municipal level
- to strengthen public institutions in terms of risk and natural resource management.
- to strengthen civil society's capacity to supervise and participate in public policy making.

Follow-up and Review

For the follow up in the implementation of UNDAF, the UN System will have the support of the following coordinating bodies: i) the Country Team (UNCT) made up of the representatives of the agencies; ii) the Committee on Follow-up and Review of the UNDAF; iii) the UN System Coordination Office in Nicaragua.

The basic technical instruments to be used for monitoring are: i) The Annual UNDAF Work Plan, ii) The indicator framework of the CCA, iii) the indicators of the objectives defined in the UNDAF, iv) Analysis by sector and themes, v) the Human Development Report on Nicaragua, vi) the Follow-up Process on commitments of International Conferences and Summits, vii) Follow-up Reports on Projects and Programs of the UN System.

In order to ensure the relevance and validity of the UNDAF in relation to the needs and priorities for development in the country, the United Nations System will organize: i) semi-annual monitoring meetings; ii) a mid-term evaluation in the year 2004; iii) a final evaluation.

In addition, the following types of periodic reports will be produced: i) Semi-annual follow-up reports; ii) Annual review reports; iii) Mid-term and final evaluation reports. For the evaluation reports, an external evaluator will be contracted.

Resource Framework

For the period of 2002-2006 the total of financial resources to be mobilized by the UN System to support country programs and the goals and objectives of the UNDAF, totals approximately US$130 million.

The financial resources needed for the implementation of the UNDAF will come mainly from: i) ordinary and extraordinary funds of the various agencies of the UN System; ii) additional funds raised by the different agencies, which come from other bilateral or multilateral donors to support programs and projects that were jointly agreed upon in the UNDAF.

"We are deeply convinced that economic development, social development and environmental protection are interdependent and mutually reinforcing components of sustainable development which is the framework for our efforts to achieve a higher quality of life for all people. Equitable social development that recognizes empowering the poor to utilize environmental resources sustainably is a necessary foundation for sustainable development. We also recognize that broad-based and sustained economic growth in the context of sustainable development is necessary to sustain social development and social justice.

We recognize, therefore, that social development is central to the needs and aspirations of people throughout the world and to the responsibilities of Governments and all sectors of civil society. We affirm that, in both economic and social terms, the most productive policies and investments are those that empower people to maximize their capacities, resources and opportunities. We acknowledge that social and economic development cannot be secured in a sustainable way without the full participation of women and that equality and equity between women and men is a priority for the international community and as such must be at the center of economic and social development.

World Social Summit Declaration, Copenhagen 1995

Country Background

Human Development Challenges

The main challenge for Nicaragua is to overcome poverty that affects almost half of the population, 2.3 million people according to the officially-adopted calorie consumption measure. Of these, some 830.000 or 17%, live in extreme poverty. Other measurement methods would reveal higher figures.   The greatest percentage of poor people live in the North, Central and Atlantic regions, and particularly in the rural areas, where 68.5% of the population are poor, affecting women in greatest measure. The government of Nicaragua has shown concern about the persistently high rate of population growth, 2.7% annually, which greatly neutralizes the potential effect that economic growth may have on decreasing poverty. According to what is stated in the documents presented in the meetings with the Consultative Group, the current population dynamic of the country demands urgent and priority attention since it generates enormous pressure on the country's capacity to provide quality social services for all the population. It also considerably reduces the possibilities of alleviating poverty through economic growth. The poverty levels, according to the component mentioned, have been reduced in relative terms in the last five years. However, as a result of the rapid increase in population the total number of poor people has increased.

The lack of quality, relevance and equity in education, the precariousness of the health care system, and the insufficient and inadequate food intake are contributing factors (cause and effect) to the poverty in the country. High fertility rate, especially among the poorest women and those with less schooling, high levels of dependency, the degradation and loss of environmental capital, low family income, and few opportunities for work are also factors. These are the structural problems that the country must confront to achieve definitive progress towards human development.

A fundamental challenge for the coming years lies in overcoming the socio-economic, gender, age, and ethnic gap that separates Nicaraguan men and women, as well as the differences in

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availability of infrastructure, resources and basic social services that separate the Atlantic, North and Central regions from the Pacific, and in particular the capital.

- *Economic Challenges*

Since 1994, the Nicaraguan economy has experienced positive growth, registering a 4% growth rate in the year 2000. The factors that explain this behavior are, among others, the increase in the economic activity of some sectors such as agriculture; investment linked to reconstruction works after Hurricane Mitch; an increase in public expenditure, and a slight recovery of exports.

However, the tendency is towards a deceleration in the growth of the national economy. In the short term it is hard to see any possibility for a significant increase in the prices of exports. This can affect the projected annual growth rate, of 5.5%, set up by the IMF and SPRS for the next 5 years. The prices of the main export products have fallen considerably since the beginning of this decade, while the prices of petroleum have increased in the international market. Likewise, the financial sector continues to experience problems that show a decrease in the expected foreign resources and growth in the commercial deficit.

Open unemployment, which had been declining since 1994, shows a slight increase. The underemployment rate continues to be high and the income levels of the majority of the population continue to be below the poverty line. Even though the growing tendency to migrate to neighboring countries, especially Costa Rica, as a result of a lack of job opportunities, generates significant family remittances, it also has negative repercussions on family integration, especially for children, women and on the high indices of dependency per home.

In this context of economic deceleration, Nicaraguan farmers face minimum availability of loans with high financial costs, pay high rates for public services and receive low international prices for their main export products. At the same time, families see their purchasing power decreasing systematically because of high inflation, about 10% annually, and of low wages in the informal sector, where almost 60% of the population work and where women are the majority.

The effects of the financial crisis in recent years and the cumbersome fiscal deficit, which has repercussions on the levels of the International Reserves, has led to budget cuts that could affect the achievement of some goals regarding the provision of basic services. In this scenario and with high population growth, it will be difficult to fulfill the goal of reducing extreme poverty by 25% by the year 2005 and by 50% by the year 2015.

In this environment and to achieve these goals, the country needs urgent alleviation of its debt burden, which would allow for the allocation of more resources for social spending and thus a decrease in the gaps. Secretary General of the United Nations, Kofi Annan, demanded more support from the rich countries for those that are beginning the path of development and after the Millennium Summit stated: "The developing world must fully open its markets to products from developing countries. It must provide faster and deeper debt relief. And it must give more, and better focused, development assistance. Freeing the world from the lash of extreme poverty represents a challenge for each one of us. We cannot do less, but to meet that challenge[1]".

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[1] Kofi Annan, Millennium Declaration, September 2000

- *Environmental Challenges*

The entire country, at the family and community level as well as in the larger economic sectors, is highly dependent on natural and environmental capital, as can be seen in the case of fishing, agriculture, cattle raising, tourism and energy generation, among other employment-generating activities.

Environmental deterioration and the alarming increase in vulnerability, especially in the less-developed regions, constitute an integral part of the poverty problem. The access to natural resources (land, water, etc.) in the rural areas is associated with problems of property rights and availability of productive, social, banking and educational infrastructure. The population in rural areas is therefore at a disadvantage and in a situation of insecurity.

The tendencies observed in relation to the deterioration of key resources, give an idea of the implications for sustainability and viability for the country: deforestation of between 100,000 and 140,000 hectares every year, the soil erosion rate of 44 tons/Ha/ year, loss of biodiversity, changes in the rainfall, loss of sea species important for commercial use, contaminated bodies of water like Lake Managua, the Molino Norte and Bambana Rivers, and aquifers in the western part of the country. In addition, the decrease in river waters, several protected areas that are threatened, in particular Guatusos and Bosawas, and the high levels of greenhouse gasses, are some of the problems that demand the improvement of environmental management capacity of the country.

- *Institutional Challenges*

In the year 2000, Nicaragua held, for the first time in its history, municipal elections separate from general elections. In November of this year, the Nicaraguan people will elect a new government and parliament that will rule the country for the next five years. Furthermore, in the year 2002, there will be elections in the two autonomous regions, the North Atlantic and the South Atlantic. The background for these electoral processes includes economic deceleration, the polarization of Nicaraguan society, a deterioration of people's trust in the political sphere, the HIPC[2], and some economic projections that place the future of Nicaragua in the path of even more sweeping challenges.

The agreements reached by the two parties with the most representation in parliament, the Constitutional Liberal Party (PLC) and the Sandinista National Liberation Front (FSLN), have been analyzed in two different ways. On the one hand, in some cases, the agreements have reinforced polarization and negatively affected the credibility of the institutions and of the parties that subscribed to them. On the other hand, there are those who believe the agreements have set the foundation for peace and democratic stability in Nicaragua.

The agenda for the coming years will be defined by, among other aspects, the declaration of the Consultative Group in Stockholm in 1999, in which governments restated their firm commitment to continue consolidating peace and democracy, seeking higher levels of growth with equity. In Stockholm, the priorities of the region were defined. The reduction of social and ecological vulnerability was adopted as the priority objective; also to be fostered are the consolidation of the democratic process and strengthening of the decentralization of

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[2] Heavily Indebted Poor Countries Initiative

government faculties and functions with active participation of civil society; the promotion of respect for human rights and a decrease in gaps; the fight against poverty; the increase in competitiveness of the economic system; and the coordination of donor efforts, guided by the priorities deepening the process of Central American regional integration[3].

The Strengthened Poverty Reduction Strategy: A Step Forward

At the end of 1999, the international community ratified the enhanced facility of the Heavily Indebted Poor Countries Initiative (HIPC), and made the commitment to provide "deeper, broader and faster" debt relief for the countries committed to the reform and to reducing poverty. In February of 2001, 22 countries had reached the decision point within HIPC. Nicaragua was accepted in December of 2000, and became eligible to participate in the process of relief for debt service once it reaches the completion point. This entails a considerable reduction in the burden on the economy and constitutes a solid base so that the country can free itself from unsustainable indebtedness and can intensify its efforts for poverty reduction.

For the first time, the country has a mechanism for consensus about the challenges it must face to overcome poverty. The Strengthened Poverty Reduction Strategy (SPRS) is the proposal by the Government to articulate, with the various social actors and the support of the UN System and the international community, a series of programs oriented to complying with the international goals on poverty issues[4].

The consultation process for the SPRS and its implementation in all the administrative spheres, including at the local level, is the fundamental challenge faced by the current government and government that will be chosen at the polls. It also represents a challenge to strengthen the areas that were identified as weaker: the definition of cross-cutting themes, the portfolio of programs and projects, and the full ownership of the strategy by all actors in the country.

Although there has been some suspicion on the part of some non-governmental organizations, the initial consensus around the SPRS demanded that all actors collaborate in setting a common goal. We hope that in the next years this common goal will help consolidate a shared vision for the country that defines a national plan of sustainable development and a more competitive, productive and equitable economic system, as well as a more efficient state organization.

Findings of the Common Country Assessment (CCA)

The Poverty System and the Human Development System in Nicaragua[5]

The perspective of the poorest people is the perspective of the UN System; the strengths of this System derive not from its power, nor its capacity to mobilize resources, but from the confidence that inspires its daily practice which is directed fundamentally at improving the lives of people.

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[3] Fundamental point emerging from the Consultative Group Meeting in Madrid, March 2001.

The CCA in Nicaragua was carried out based on an analytical approximation of the problems that directly affect the poor and the extremely poor. A basic contribution of the CCA was the definition of a Poverty System, which forms an integral approach to the principal dimensions of poverty in Nicaragua. Based on this, the CCA, avoiding sectoral visions, constructs a Human Development System identifying four factors that determine the barriers that the country must overcome to make progress along the development path. These are: the establishment of a culture of rights, overcoming a culture of violence, consolidation of the rule of law, and the promotion of a more productive, diversified and equitable economic system.

The response of the United Nations System

No other change
In our way of thinking or acting
can be more crucial:
we have to put people
at the center of whatever we are doing.
Kofi Annan

The influence of the United Nations is derived from the values that it represents, the role that it plays in the establishment and maintenance of international norms, its capacity for fostering collective interests and the resulting activity; and the trust that its neutral labor inspires in the promotion of human capacities and in development processes. We must take advantage of these strong points, especially insisting on the importance of the consolidation of the rule of law. In this framework we must expand the relationship of the UN System, not only with governments, but also with civil society organizations and with the private sector.[6]

The UNDAF-Nicaragua is situated precisely in this context of adaptation to the new forms of collaboration and coordination that inspires the reform of the UN System.

A Look Within

The UN System of Nicaragua has clear comparative advantages in a number of fields that form natural niches where, in recent years, it has done an outstanding work of "advocacy", promotion and substantive joint actions with the Government and civil society of Nicaragua. The starting point for initiating the UNDAF process and for defining the strategic aspects of international cooperation in Nicaragua in the next five years is precisely the critical analysis of the work done up to now. This analysis confirms the lack of consensus among the cooperants themselves, and between them and their national counterparts, on basic objectives for assistance.

What has happened in this assistance crisis has its origin, among other causes, in the lack of a common vision of those priority areas that might have an authentic impact in the development of the country. The agencies, bilateral as well as multilateral, have our own perceptions about the country that may or may not coincide with the governmental perceptions. Each project or program organizes its own mechanisms for administration, with its own norms and salary scales. In many cases, these do not correspond to the organizational chart of the institution itself and constitute a parallel administration. The institutional reforms have not always been coherent for the purposes of development.

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[6] Kofi Annan, Millenium Declaration. September, 2000.

Independent studies have stated that if the new programs and/or projects of the government, financed by the international community, are added up, the volume of the state of 2001 is, if not greater, equal to that of 1994, after having gone through the process of structural reform of the ESAF I. The UN System seeks greater leadership of the government in the coordination of the cooperation strategy and in the mechanisms of negotiation with the international community. In this respect, the UN System will foster a national debate favoring an improvement in assistance that would benefit all.

Optimizing resources so that they get to the beneficiaries means working on changing the attitudes of people, strengthening the coordination and the team work; assuming leadership on those issues where there is expertise and good practice; and leaving to others those issues where, for now, we do not have anything new to say. This process implies integrating and focusing our actions, initiating new forms of assistance, contributing new ideas and, fundamentally, trying to build a consensus among all the parties involved in the development process of the country on the fundamental themes.

The UNDAF Nicaragua (2002-2006) focuses on, then, the search for new models of cooperation based on management by results, starting with the idea that social development is a fundamental element of the needs and aspirations of people, of the responsibilities of governments and of all sectors of society. If reducing poverty is the purpose, and for years the effort that we have made has not done more than minimize its effects to some extent, then this is the moment to re-examine the methodologies, strategies, alliances and forms of acting with counterparts, with the purpose of being able to monitor and evaluate the programs and being accountable in a more efficient manner for the results obtained.

In Nicaragua, the UNDAF, in addition to defining goals and objectives for the cooperation of the UN System, establishes a series of goals and objectives within its agencies with the purpose of optimizing the common work as well as the individual work that will be done in the coming years. Within this framework, the UN System in Nicaragua will reinforce the Office of Coordination. It will work jointly in areas such as logistics and communications, and will attempt to define common methodologies for working together. It will also become a facilitator of a national dialogue on the future of assistance in the country with the participation of all actors (See Section on Assistance Strategies).

The Area of Intervention of the UNDAF

The UNDAF, in close connection with the SPRS and observing the international commitments, was built as a base for defining the UN System priorities for assistance and for consolidating and broadening the alliances with the rest of the actors that are working for the development of Nicaragua, on those strategic aspects that would allow the achievement of more effective results in the fight against poverty and in progress toward Sustainable Human Development. The definition of the goals and objectives of the UNDAF is the result of the conclusions of the CCA which identified four large structural causes as the determining factors of poverty in Nicaragua:

- Absence of a culture of rights and obligations of all people
- Economic system that excludes people, with limited productivity and little diversification.
- Weak institutionality and incipient rule of law.
- Culture of violence

These determining factors led us to define a Human Development System for Nicaragua that, from the structural point of view, also identified four broad elements as a response to the System of Poverty:
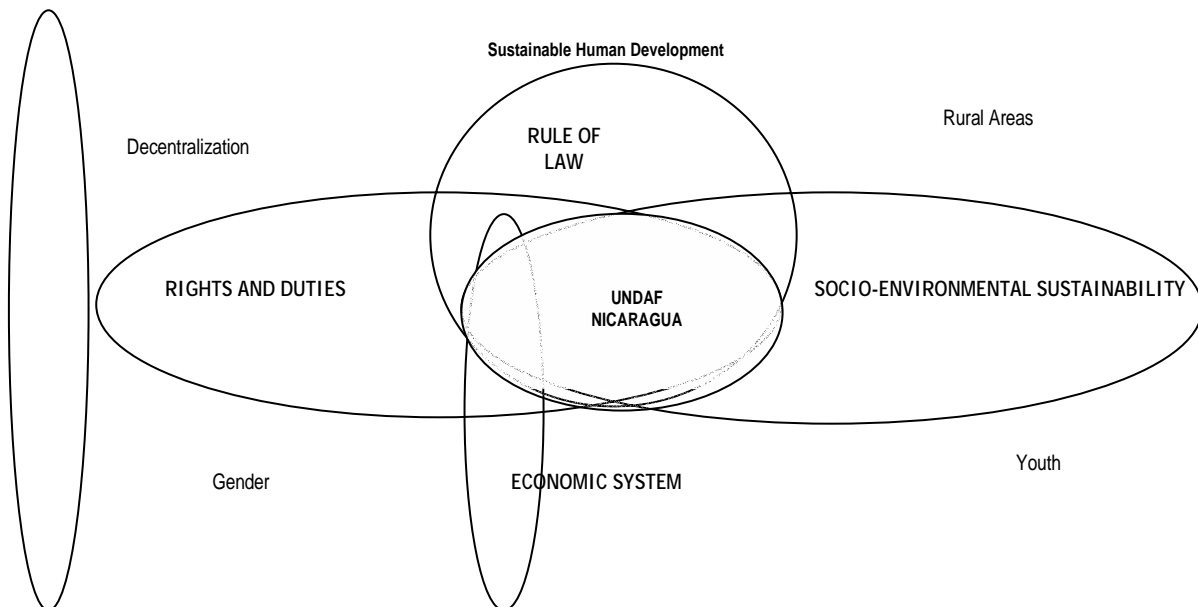
- Culture of rights and obligations for all people
- Productive and inclusive economic system
- Rule of law
- Culture of dialogue

Nevertheless, in the conceptualization process of the UNDAF, we understood that even though the culture of dialogue is fundamental for the consolidation of Sustainable Human Development, the processes that would contribute to changing this culture could be included in the area of the rights and obligations of people and the rule of law and democratic governability.

Also, considering that the definition of Sustainable Human Development makes explicit reference to the rights of people in an adequate environmental context, and taking into account the serious environmental deterioration that Nicaragua has suffered in recent decades, the importance of which we confirm in the CCA, we arrived at the need to include the element of environmental sustainability in the UNDAF.

The causality of poverty cannot be broken down. The comprehensive approach to the problems that is reflected in the CCA must be made visible when assistance initiatives take place. However, for operating purposes, the UN System has classified its goals and objectives in four areas that should not be constrictive, but that help to make the elements of intervention more visible. The interrelationship that exists between the fulfillment of the objectives of each and every one of the identified goals will help us to be more effective and efficient in the fight against poverty, the fundamental mission of our presence in the country. The following diagram reflects the operational areas for action within which the UN System will undertake actions in the next five years in Nicaragua.

AREAS DE ACCIÓN UNDAF

Sustainable Human Development

Decentralization

Rural Areas

RULE OF LAW

RIGHTS AND DUTIES

UNDAF NICARAGUA

SOCIO-ENVIRONMENTAL SUSTAINABILITY

Gender

ECONOMIC SYSTEM

Youth

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The reform of the UN System is not an end in itself,
but a means for significantly improving the lives of people
Kofi Annan

The Development Assistance Framework of the United Nations System in Nicaragua (UNDAF), based on the results of the Common Country Assessment (CCA) which was recently completed, has identified the areas for action and the following commitments, in which it will concentrate its assistance activities in the country from 2002-2006:

Action Areas and Components			
I. Rights and Duties of Individuals	**II. Environmental Sustainability**	**III. Inclusive, Productive and Diversified Economic System**	**IV. Rule of Law and Democratic Governability**
1.1 Strengthen national and local capacities for the formulation, implementation and evaluation of public policies with a rights and Sustainable Human Development focus with the purpose of decreasing the economic, gender, urban-rural, age and ethnic gaps.	2.1. Strengthen a vision and a strategy of Sustainable Development that leads to a National Plan of Sustainable Development with social equity.	3.1. Contribute to the development of an economic system that responds to the basic needs, especially of the poorest population in Nicaragua, and fosters employment and increases production.	4.1. Strengthen a shared identity and a new ethic based on human rights, transparency and rule of law.
1.2. Contribute to meeting the basic needs and welfare of all people by guaranteeing: • Basic Education • Primary Health Care, including sexual and reproductive health information and services and prevention of STD/HIV/AIDS. • Basic nutrition and food security • Habitat (housing, water and sanitation) • Reduction of supply and demand for drugs.	2.2. Policies on land use, human settlements and soil use. 2.3. Reduce ecological and socio-environmental vulnerability through sustainable management of natural resources and the habitat.	3.2. Promote, from Nicaragua, a redefinition of the agenda for regional integration with more participation of civil society in the process.	4.2 Strengthen capacities of Civil Society to participate in and control public life. 4.3 Support the processes of decentralization to bring political, administrative and investment policies closer to the citizens. 4.4. Universal, unrestricted and quality access to justice

For each one of the areas, this section sets forth the following elements:
• *Context:* includes a brief explanation of the area and the priorities identified in the CCA by the UN System.
• *National strategy:* establishes the connections with guidelines and strategies of the country, especially with the Strengthened Poverty Reduction Strategy.

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- *International commitments:* refers to connections with agreements and commitments acquired by the country in the different Summits and International Conferences.
- *Goals of assistance:* indicates the principal impact on the development process of the country to which the activities of assistance of the United Nations System intend to contribute.
- *Objectives of the assistance:* expresses the specific contribution that the UN System will make in the attainment of the development goals established for each area.

Area I: Rights and Duties of Individuals

The Universal Declaration of Human Rights, in one of its clauses, states that *"the peoples of the United Nations have reaffirmed in the declaration their faith in the fundamental rights of man, in the dignity and value of the human person, and in the dignity of the rights of men and women; and they have declared their resolve to promote social progress and to raise the standard of living within a broader concept of liberty"*

In the HR Report 2000, as well as in the CCA, it is established that human rights and human development share a common vision and purpose: assuring the freedom, well-being and dignity of all people everywhere. There are three fundamental dimensions, on which seven social, economic and political conditions that we call the "System of the Seven Freedoms" are based. The UNDAF Nicaragua attempts to overcome the infringement of the seven freedoms which is translated into the high levels of poverty that affect Nicaraguan citizens. In short, a culture that promotes and defends rights and obligations is a culture where the basic needs of all people are satisfied, assuring a decent and responsible quality of life, that allows for development and the fulfillment of human potential and the full exercise of their freedom. Human rights are an integral part of development; without human rights there is no development, and without human development there are no rights.

For this area the UNDAF has defined the following goals and objectives:

Goal 1

To strengthen the national and local capacities for the formulation, implementation and evaluation of public policies with a focus on Rights and Sustainable Human Development in order to reduce the gaps in economic, gender, urban-rural, age and ethnic conditions.

Objectives

1. Strengthened capacity of social cabinet ministries and civil society organizations (CSO) to operate in the national and local settings, within the framework of the SPRS, the policies, action plans and/or national programs on population, education, primary health care, sexual and reproductive health, food and nutritional security and the environment.
2. The gaps in socio-economic, gender, age, urban-rural and ethnic conditions and their evolution identified and transmitted, through research, special studies and reports of the UN System.
3. Strengthened processes for planning, monitoring and evaluating, on a national and local scale, in the progress of a follow-up system for public policies in the social sector, including short and medium term socio-demographic scenarios and oversight

of human rights, especially those of children, adolescents and women; the articulation and strengthening of the System for Vital Statistics, support for the census and national surveys and the implementation of municipal systems of socio-demographic information.

<u>**Goal 2:**</u>

To contribute to the satisfaction of the basic needs and welfare of all people, guaranteeing:

- Basic education, skills and workforce formation.
- Primary health care, including sexual and reproductive health information and services and the prevention of STD/HIV/AIDS
- Basic nutrition and food security
- Habitat (housing, water and sanitation)
- Reduction of demand for drugs and strengthening of national drug control capacities

<u>**Objectives**</u>

1. Increasing access and the number of children that remain in the educational system and childcare and preschool services as well as literacy programs for adults and vocational education for youth in the poorest and most rural areas.
2. Education on population, sexuality, environment and development, drug abuse, nutrition, and citizenship and peace education incorporated into the formal, informal and community education systems in order to generate responsible behaviors and habits in the new generations on individual, family and community levels.
3. Increased access and improved quality in the preventative health care and treatment in the network of primary health care services, with an emphasis on the reduction of adolescent pregnancies, infant and maternal morbidity and mortality rates, transmittable diseases, STDs and HIV/AIDS, in the poorest and most rural areas.
4. Guaranteed food security in the prioritized areas and improved basic nutrition with a special emphasis on children and women.
5. Improved family habitats in prioritized areas and increased access to decent housing, potable water services, sanitation, basic hygiene and a healthy environment.
6. Reduction of the supply and demand for drugs.

Connections to the Strengthened Poverty Reduction Strategy (SPRS):
Larger and Better Investment in Human Capital

The Area of the Rights and Duties of Individuals is closely linked to one of the pillars on which the Strengthened Poverty Reduction Strategy rests and which refers to "a larger and better investment in human capital." This consists in "increasing investment in human capital, in order to increase labor productivity, its income, and well-being. Investments in human capital will be concentrated in basic and vocational education, preventive medical attention at the primary level, child nutrition and the implementation of an adequate population policy. These measures will be complemented by programs to improve the standard of living of poor communities, with the provision of water, sanitation and housing improvements."

Such commitments of the country are already included in the national policies, action plans, and programs whose implementation is essential with the support of the System (General Health Law, Children and Adolescents' Code, Action Plan of the National Population Policy,

National Education Plan, National Program for Sexual and Reproductive Health, National Food Security and Nutrition Policy, and the Environmental Plan of Nicaragua).

Links with International Commitments:
- *World Summit for Children (New York, September 1990)*
- *International Conference on Nutrition (Rome, December 1992)*
- *World Forum on Education (Dakar, 2000)*
- *World Summit on Women (Beijing 1995 and Beijing +5, 2000)*
- *International Conference on Population and Development (Cairo, 1994 and Cairo +5, 1999)*
- *Social Development Summit (Copenhagen, 1995)*
- *World Food Summit (Rome, 1996)*
- *Second United Nations Conference on Human Settlements (Istanbul, 1996)*

Area II: Socio-Environmental Sustainability

According to the analysis of the environmental dimension of poverty in Nicaragua, the central problem is that a high percentage of the poor population lives in inadequate environmental surroundings. This central problem involves the following principal factors that, in turn, are determined by a series of immediate and underlying causes that have a negative impact on the development path of Nicaragua: i) soil degradation, ii) limited access to safe clean water, iii) high and early fertility, iv) migratory pressure, and v) vulnerability to natural phenomena.

The lives of the poor in urban areas, as well as rural, are intimately linked to health and the environment. Natural resources, water, energy and biodiversity provide a range of goods and services that contribute to the lifestyle and the well-being of people and communities. In this context, economic growth cannot be separated from the environment. Even though it is not reflected adequately in the measures of national income, national economies and future projects of economic growth in favor of the poor are highly dependent on the goods and services of the ecosystem. Meanwhile, the degradation of the environment and climate change on a global scale add significant risks and threats to the population. The poor are the most vulnerable to environmental risks, natural disasters, and global climate change. The rapid growth of the poor population is an important factor of added risk.

The Socio-Environmental Sustainability Area places an emphasis on the contribution to environmentally sustainable development, to poverty reduction and an improvement in the well-being and security of people.

The identified goals and objectives for this area are the following:

Goal 1

To promote a vision and a strategy of sustainable development that leads to a National Sustainable Development Plan with social equity.

Objective:

1. Proposal for a National Strategy for Sustainable Development formulated and broadly consulted with national and local actors (governmental and non-governmental) which leads to the formulation of a National Plan for Sustainable Development.
2. Strengthened institutional capacities for the integration of environmental and sustainable approaches on various levels of decision-making.
3. Dialogue promoted among decision-makers and civil society, for the inclusion of criteria for environmental sustainability in development policy and strategies.

Goal 2

Policies for land use, human settlements and soil use.

Objectives

1. Participatory methodologies for municipal planning with a comprehensive approach (human settlements environment, land use, gender, risks, population), designed, ratified and implemented in municipalities and/or UN System counterparts.
2. Explicit national ownership of and commitment to the implementation of the Action Plan for the National Population Policy, in its component for the spatial distribution of the population and urbanization.
3. At least six social cabinet ministries linked to the National System for Environmental Information (MAGFOR-MINSA-MECD-MIFIC-INIFOM-MARENA and other institutions -INETER) and this promoted and disseminated, in a participatory manner, in the municipal setting.
4. Strengthened capacities for environmental management in the local setting.

Goal 3

To reduce ecological and socio-environmental vulnerability through sustainable management of natural resources and the habitat.

Objectives

1. Sustainable systems for adequate use and management of natural resources incorporated into the local strategies and actions for poverty reduction.
2. Mechanisms and practices of prevention, mitigation and attention to natural disasters incorporated into municipal planning and implementation of actions at that level with the participation of civil society.
3. Criteria for risk management used in projects and programs of the UN System.
4. Strengthened national and local capacities for formulating proposals on environmental services policies.
5. The communities established in areas with energy potential and/or tourist potential participate in the use and benefits of the resources.
6. Sustainable and hygienic practices of potable water use, sanitation and waste management in prioritized areas.

Connections with the SPRS and the Environmental Plan of Nicaragua and the Action Plan for the National Population Policy

The guidelines for reducing ecological vulnerability are included in the Environmental Plan of Nicaragua (PANIC) 2002-2005, which was prepared by the Ministry of the Environment and Natural Resources (MARENA) in broad territorial and sectoral consultations, becoming the key instrument for the environmental policy of the country. The plan, in addition to evaluating and updating the environmental policies, also includes coordinating the efforts of governmental and civil society institutions on the rehabilitation of the hydrographic basins and contaminated areas, reforestation, the establishment of practices for managing erosion and the expansion of the agricultural frontier; the development of a national environmental information system; laws for improving the use of water resources and for conserving biodiversity. Among the new conditions is the formulation of a National Strategy for Sustainable Development, a commitment assumed by the SPRS in which it is linked to the productive pillar.

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Connection to international commitments:

- *International Conference on the Environment and Development: Agenda 21: Struggle Against Poverty*
- *International Conference on Population and Development (Cairo, 1994)*
- *Summit on Social Development (Copenhagen, 1995)*

Area III: Inclusive, Productive and Diversified Economic System

According to the analysis of the CCA, "from an economic perspective, poverty is when the majority of the population does not have sufficient resources to satisfy their basic needs." As immediate causes that explain this insufficiency of people's income, two types of principal factors were found: a) Factors that depend on the lack of productivity, diversification and equity of the economic system; and b) Historical and demographic factors that create or reinforce situations of vulnerability, above all for women.

In this sense, the System of Sustainable Human Development for Nicaragua proposes the need to create a favorable atmosphere for the transformation of the economic system so that it would respond to the basic needs of the population, increase their levels of production, and encourage the insertion into the labor world of people who are excluded. This models requires the definition of a long term country vision; it requires the review of the current agro-export model, it should focus on job creation and setting the basis for a more diversified economy, integrated into the Central American region, and within the context of globalization.

This area of the UNDAF brings together goals and objectives with respect to promoting the allocation of budgetary resources to the priorities identified in the SPRS; closer collaboration with the IFIs; the strengthening of some mechanisms for regional integration and the formulation of an inter-agency project that would incorporate productive and non-productive components and that would be the first experience of common work among all the agencies; a program focused on a specific area of the country, responding to the poverty map, to the territorial convergence of cooperation, and in which all the sectoral approaches would be integrated.

The goals and objectives of Area III are:

Goal 1

To promote an economic system that responds to the basic needs, especially of the poorest population of Nicaragua, fosters quality employment and increases production.

Objectives

1. The National Assembly and the social cabinet ministries guarantee an allocation of budget resources according to the priorities for poverty reduction and promote an environment that favors public and private productive investment and equitable distribution of resources.
2. Promotion of a political and social consensus favorable to productive public and private investment that fosters employment and productivity including technology transfer.
3. In x of the poorest territories, increased production and productivity of small and medium production units, employment generators, through joint work with the UN System.[5]

Goal 2

To foster, from Nicaragua, a redefinition of the agenda for regional integration, with greater participation by civil society in the process.

Objectives

1. Strengthened mechanisms for region integration based on the experiences-in-progress of various institutions and agencies and fostering mechanisms of horizontal cooperation
2. Articulated mechanisms of closer collaboration with the IFIs and the regional banks.

Connections to the SPRS: Broad-based Economic Growth and Structural Reform

"Broad based economic growth and the intensive use of labor is the most important pillar of the SPRS. This pillar rests on the implementation of a sustained economic stabilization and structural reform program that includes the privatization of state enterprises of public services, measures aimed at modernizing and integrating the rural economy, promoting small and medium scale enterprise, developing the Atlantic Coast, and fostering strategic productive clusters."

Connections with International Commitments

- Summit on Social Development, Copenhagen, 1995
    - *Creating an economic, political, social, cultural and legal climate that allows the achievement of social development*

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[5] Joint programme in two prioritized areas (See Annex 2).

- *Promoting full employment as a basic priority of the economic and social policies and preparing all women and men to obtain safe and sustainable means of living through productive work and jobs chosen freely*
- *Eradicate poverty in the world through energetic national action and international assistance.*

Area IV: Rule of Law, Democratic Governability and Institutional Development

In the analysis of the previous dimensions of the poverty situation, the CCA identified a series of underlying and structural causes of an institutional nature that have to do with democratic governability, the institutional framework and the political culture of the country. This series of causes can be described using four fundamental thematic foci i) Fulfillment of the international legal commitments of the country in matters of human rights; ii) democratic governability and citizen participation; iii) administration of justice; iv) security of the people.

For the UN System, it is fundamental that the citizenry know their right and duty to participate in the decisions and actions of the government, just as it is the responsibility of governments to bring decision making closer to the citizens, and to establish mechanisms for the control of public action.

Citizen participation is intimately linked to the levels of poverty that a country suffers. If civil society does not have space where it can influence the definition of policies, or if these spaces are underutilized, it becomes fertile ground for bad management, centralist visions, and finally, for forgetting the situation of the most vulnerable people. A political culture that fosters dialogue and participation has an influence on the reduction of poverty levels, since it is intimately linked to the decisions made about people's lives, their environment, the economic system and the construction of a citizenry.

On their part, the solution to the problems of the access and the exercise of justice is an authentic matter of the state; therefore, it cannot be assigned solely to works of a government in a certain time period, but rather require a true national effort. In this sense, the deterioration in the administration of justice is a latent threat that could even bring about, on its own, the failure of the democratic constitutional order. And it is also a matter that tends to be in the background of most of the other serious problems. Because the judicial solution to conflicts is something that forms part of the very fundamentals of the modern political community.

Goal 1

To strengthen a shared identity and a new ethic based on human rights, transparency and rule of law.

Objectives

1. Debate and actions promoted to foster a national morality and ethic in public practice, the definition of public and private, and the regulation and operation of existing laws.
2. Promotion of a shared vision of the country, the impact of which is the establishment of national priorities such as the allocation of the public budget.
3. Strengthened institutional and private mechanisms for oversight and defense of human rights in the country (PDDHH, Commissions on Children, National Youth Council, INIM and other public and private institutions).

Goal 2

To strengthen the capacities of the organizations from civil society, non-profit NGOs, for participation and oversight of public action.

Objectives

1. Institutionalization of the legal regulation of civil society and the promotion of the building of platforms for dialogue and operational capacity.
2. Strengthened agencies of civil society: the National Commission for Economic and Social Planning (CONPES), the National Commission for Sustainable Development (CONADES), the National Sectoral Commissions.

Goal 3

To support the processes of decentralization to bring policy, administrative and investment decisions closer to the citizens.

Objectives

1. Debate promoted on the framework of decentralization and strengthened national and local capacities for the formation and application of decentralization policies.

Goal 4

Universal, unrestricted, quality access to justice.

Objectives

1. Formulated, approved and regulated judicial service that incorporates juvenile justice and strengthened judicial schooling.
2. Strengthened penitentiary system, in terms of human rights, that permits the social reintegration of the inmates.
3. Strengthened public defense in order to improve access to justice for the most vulnerable groups (youth, ethnic groups, women).

Connections to the SPRS

The SPRS says that "to further improve governability and state institutions, a consolidation of the rule of law will be necessary, as well as important institutional strengthening, greater transparency and efficiency in public spending, the institutionalization of a culture of integrity and the promotion of democracy, through progressive decentralization, participation of civil society, and respect for human rights.

Connections with International Commitments:

- *World Conference on Human Rights, Vienna 1993*
  - Support for all of the international instruments of human rights and the elimination of the use of reserves, to the extent possible.

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- o Free and impartial elections and democratic government.
- o Implantation of an effective legislative framework, developing the means to observe the law, the courts, the legal profession and impartial judgement is in accord with international norms.
- o Existence of legal resources in conformity with international norms.
- o Elimination of serious violations of human rights that affect the safety of individuals.

The UN System in Nicaragua proposes to achieve the objectives posed in the UNDAF through the following cooperation strategies:

1.- Development and strengthening of national capacities:

The UN System will continue supporting the development of national capacities and collaborating with governmental structures and local organizations for the formulation and implementation of policies and programs that support the development process of the country. This implies the promotion of the mode of national execution, including activities of advocacy, technical assistance, training and the provision of infrastructure and equipment to institutions, NGOs, local organizations, etc., that, in common agreement with the corresponding authorities, have been selected as implementing agencies. Particular attention will be given to building the capacities of civil society organizations, local NGOs and the strengthening of the institutions and organizations at the municipal level, within the framework of the process of decentralization.

The UN System will offer technical assistance to national institutions, placing national and international experts and consultants at their disposal, for short periods of time, continuously assuring the transfer of technology and know-how to national counterparts. Also, the horizontal form of cooperation will be promoted among developing countries, particularly in the Central America Regional area, and the integration of volunteers will be propitiated, through the signing of agreements on cooperation with other countries and/or with the United Nations Volunteer Program.

- *Leadership Training and Formation*

Training is a key component for the sustainability of development programs. The UN System will incorporate this component in its cooperation activities through the form of scholarships, study tours, and principally through in-service training, securing mechanisms that assure a multiplier effect. In this context we will work also in supporting the country in the preparation and sending of leaders and representatives that will attend summit meetings and international conferences at which policies are decided that can affect the development of the country.

- *Food Support for Development and Emergencies*

Food support will focus its efforts on satisfying the urgent needs of the population that are excluded from traditional development processes. Its application makes sense only in situations and periods in which food consumption is insufficient to achieve a satisfactory state of health and level of production. Nevertheless, this aid must create favorable conditions that would allow poor households afflicted by food insecurity to make investments that help them in the long term.

In this context, the food aid of the UN System, as an enabling factor for development, is part of a very tight framework of assistance/complementary actions with the other interested parties (participants, communities, government, NGOs and other projects of cooperation), and must be seen as a complementary component to technical assistance, training, etc.

- *Supplying Financial Resources, Infrastructure and Equipment*

The UN System will provide financial funds, infrastructure, and equipment when, because of the nature of the activities, said components constitute indispensable inputs for the fulfillment of the activities and the achievement of the objectives of the programs and projects.

2.- Focusing

The will, expressed in the SPRS, to support legal frameworks and other norms for fighting poverty and improving the conditions of indigenous groups, children, youth and women must be in harmony with a political will of assigning greater resources for institutions and programs that work with these sectors. The UN System must do its part to see that the programs and projects are aimed at these least favored population groups, particularly in the poorest rural areas and those most vulnerable to natural disasters.

- *Disaster Prevention*

The matter of disaster prevention, the development of prevention strategies and the establishment of early warning systems and risk analysis are fundamental factors that must be present in all public policy that involves and commits, in a concerted fashion, the efforts of the national government, local governments, civil society, the private sector and the international community.

The UN System must promote the use of multisectoral actions that allow the movement from a reactive culture to a risk reduction culture. In addition to the incorporation of the theme in the educational programs and plans, actions must be planned for incorporating prevention into the cycle of project development and into the sectoral plans. The existence of a Law for the National System for Disaster Prevention, Mitigation and Management, and its regulation and norms for its operation requires actions and coordination that would lead to the consolidation of the prevention system in its component of inter-institutional and territorial strengthening. For that purpose, resources and capacities must be assured for making the System operative, from the national level to the local and regional level.

The analysis and cartography of vulnerability will be a valuable tool for improving the geographic focus, determining the population target groups, as well as for defining strategies and actions aimed at decreasing vulnerability to recurring natural disasters.

3. SWAPs and Sector Wide Approach

The "Sector Wide Approach " (SWAP) is a form of cooperation whose purpose is to improve the effectiveness and efficiency of foreign cooperation and to strengthen local capacity in a coordinated and coherent fashion. The UN System will contribute to the development of the SWAPs supporting the participation of all parties (donors and local organizations), strengthening the capacity of the government to manage and implement the process, facilitating the fund raising and attempting to align the necessary procedures for the implementation of the SWAPs. In Annex 2, we have included diagrams corresponding to the following programs/ projects that form the initial portfolio of future joint programming of the UN System, within the framework of the UNDAF:

- Support to the Strengthening of the Vital Statistics System of Nicaragua

- Support to the National Program for Sexual and Reproductive Health with a Sector Approach
- Decentralized Offices of the United Nations System in Nicaragua
- International Encounter on Foreign Assistance in Nicaragua
- Support to the Consultative Group of Civil Society in Nicaragua
- Comprehensive Development Program in Rural Zones of Nicaragua

4.- Cross-cutting Themes

The UN System also attempts to be the voice of those without a voice, the voice of people discriminated against because of their sex, age, race, culture, social class, ideology, but it is also the voice of nature destroyed through human activity; for that reason our mission is to put that voice before public opinion. In this sense, the UN System believes in making the problems of the most vulnerable people visible and bringing them into the public debate, along with their environmental surroundings, that are now so deteriorated.

Likewise, the development programs, projects and activities that we implement as the UN System, and individually as agencies, will take into consideration the following cross-cutting themes during the next five years:

- *The effective incorporation of the perspective of the gaps of: gender, age ethnicity, social and economic status, urban/rural location in all the development activities of the UN System.*

Taking into consideration that the focus on rights is the starting point for both the analysis of the causes of the determinant factors of poverty in Nicaragua in the CCA as well as the definition of the areas of action of the UNDAF, it is fundamental that the perspective of reducing gaps is incorporated into each and every one of the development activities of the UN System.

Within this framework, even if the methodologies for the identification, formulation, implementation, follow-up and evaluation of the UN System's development projects and program take into account, in their conceptualization, the incorporation of the perspective of these gaps, there are few programs and projects that can stand up to a rigorous evaluation of their effective incorporation and of the impact that is realized on these inequities.

In this context, the commitment of the Country Team of the UN System of Nicaragua is focused on: improvement in the quality of our cooperation programs and projects; making inequalities and inequities of gender, age, ethnicity, social economic conditions and urban/rural location visible; the identification and formulation of projects and programs, having special emphasis on the definition of activities for reducing the gaps; the methodical follow-up on these activities and on the evaluation aimed at making the achieved impact visible.

- *Participation*

The challenges that development faces involve paying attention to and changing people's attitudes. These are processes that go beyond building homes, supporting the definition of laws of land use, punishing violence against women, applying norms, etc. The challenge of the UN System is to contribute to the expansion of people's options, fostering their empowerment

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and their capacities for deciding for themselves their way of life and the country in which they want to live. Good programs and projects and their sustainability do not depend only on technical quality of the identification, formulation, implementation, follow-up and evaluation process, but rather on the fact that these same processes respond to the needs that the people have identified as their own. For this to happen, co-responsible participation in the development activities promoted and implemented by the UN System is fundamental.

- *Population*

Poor people have the highest rates of fertility, especially of adolescent fertility, greater infant and maternal morbidity and mortality, and lower indicators in education, health care, food security, nutrition and access to basic social services, and they are more affected by immigration. All in all, their social and environmental vulnerability is the highest.

On the one hand, the close correlation between size of the family, number of dependent members, and level of family poverty is an established fact. International empirical evidence shows the strong connections between demographic patterns, economic development, and incidence of poverty. Elevated fertility slows down economic growth, and at the same time dilutes the effect of this growth on poverty reduction. On the other hand, the reduction of intrafamily dependence, as an effect of the decrease in fertility, has a positive impact on economic growth and in consequence, on poverty reduction. For these reasons, population is a cross-cutting focus that contributes to strengthening the common action of the UN System in the struggle against poverty.

- *Youth*

A vision consistent with human rights considers adolescents and youth as equal human beings who, being at a particular moment of their development, have specific needs and subjectivities determined by their age. Within this framework, an integral notion of youth and adolescents is inescapable, in which it is understood that they have to be given space and time to develop themselves, taking into account their opinions and considering them active and creative subjects, and not the object of others.[8]

Youth, 25 years and under, comprise 65% of the population in Nicaragua. This must be a priority target group in the efforts of forming a preventive culture. They will determine, in large part, the rhythm of the present and future growth of the Nicaraguan population (depending on the decisions they make on the size and spacing of their families). They will also greatly determine the levels of environmental prevention and protection (depending on their patterns of production and consumption). Their decisions and actions will depend on their economic well-being (productive employment), their level of education, their state of health and above all, on their opportunities and capacities to be able to choose, on the basis of an adequate perception of the risks and consequences of their productive and reproductive behavior, and of their interaction with the habitat and the environment.

Definitively, the transition of Nicaragua to sustainable human development will depend in large measure on the current opportunities that the youth have today. For that reason, effort must be made to attempt to broaden opportunities, so that the youth might build a life project linked

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[8] Adolescence in Latin America and the Caribbean: Guidelines for the formulation of policies. Bogotá, January 2001. UNICEF

to education and work, which would allow them to contribute as responsible citizens to the well being of their families and to national social and economic development.

Thus, the UN System will contribute to the country, being able to make good use of the potential advantage of having a large contingent of the population of working age. If not, this potential advantage will become an additional burden that will increase social vulnerability, instead of contributing to the formation of human capital.

- ***Prioritizing actions to improve the situation of people in the rural area***

A fundamental focus of the development activity of the UN System in Nicaragua revolves around the concept of rural life. According to statistics and the poverty map prepared by the Government of the Republic, the poverty in the country is concentrated fundamentally in the rural area. The commitment of the UN System for the next five years is specifically, in this case, to promote the improvement and decency of the living conditions of people vulnerable to food insecurity, and those with less access to basic social services and with lower incomes, mostly women in the rural areas.

Within this framework, the strategy of the UN System includes the need to promote, on the one hand, agricultural production with the purpose of increasing the availability of food, and on the other hand, to create rural jobs that would favor an increase in family income.

- ***Decentralization***

Our commitment to Nicaraguans is based, in addition, on deepening the levels of participation in decision-making by the citizenry, in which citizens assume their role as protagonists in the definition of the country in which they want to live. In this context, the development of local power, and, eventually, departmental or regional power, that brings political, administrative and investment decisions closer to the citizens and their capacity to have an impact on these policies is a key issue for the cooperation activities of the UN System.

- ***Environment***

The environmental deterioration and the lack of attention to surroundings are intimately linked to the phenomenon of poverty. In addition, the preservation of natural resources is the fundamental basis for the country's economy and the well-being of current and future generations. The sustainable management of resources does not have repercussions just on Nicaraguan society, but also on regional and global processes.

That is why, even though social and environmental sustainability is a specific work area of the UN System, in this period our commitment to an adequate environmental situation for all people forces us to become the voice for nature and to consider the environment as a fundamental focus in the design of all of our programs and projects.

5. Promotion and defense of the mandate of the UN System (Advocacy)

The scope of the objectives established in the UNDAF, as well as the success of the SPRS, in many cases will require decision making at the highest political level and processes for the preparation or reform of national laws, plans and programs that have to do with aspects fundamental for the nation, as well as their corresponding implementation and regulation.

Therefore, the UN System must develop an ongoing dialogue with national authorities and representatives of civil society, on the national scale as well as the local. This dialogue may serve to develop mechanisms and promote actions that contribute to forming opinion and can have an impact on the processes of decision-making for the adoption of public policies, and the preparation of programs and action plans with a focus on human rights and sustainable human development, on the topics prioritized within the action areas of UNDAF.

6. Building alliances and political dialogue

- ***With the Government***

The coordination and establishment of a framework and institutional mechanisms with the national authorities ensure the government's sense of ownership, correspondence and coordination of the programs and projects supported by the UN System with the priorities established in the national development strategies. In that sense, the UNDAF must become the principal frame of reference for the activities of the UN System. The mechanisms that are established for its monitoring and evaluation will allow a joint review and assessment of the impact that said activities might have on the development goals, and especially those of the SPRS.

- ***Bilateral donors***

The UN System will continue to maintain alliances and mobilize resources from bilateral donors, based on the convergence of goals and objectives for poverty reduction and governability, and will promote an ongoing dialogue that would ensure that the priorities identified by the UNDAF receive the necessary attention. Also, the UN System will facilitate dialogue between the government and the donor community on themes of mutual interest, contributing to improving the coordination with the donor community through information exchanges and broadening the fields of collaboration. One of the most relevant spaces in which the support of the UN System is reflected is its prominent role in the follow-up to the Consultative Groups.

- ***With the IFIs***

The achievement of the objectives of the UNDAF requires the establishment of an ongoing dialogue about assistance policies and development and the promotion of a constructive relationship between the United Nations and the international financial institutions. In this sense, Kofi Annan has state the following:[6]

"The World Bank's 'Strategic Compact: Renewing the Bank's Effectiveness to Fight Poverty' focuses the World Bank on 'human development, environmentally and socially sustainable development, poverty reduction and economic management and finance, private sector and infrastructure'. …. The movement of the World Bank into areas similar to those hitherto in the purview of the United Nations will bring additional resources to bear on similar objectives. However, this brings added urgency to the task of ensuring an appropriate distribution of responsibilities between the World Bank Group and the United Nations for the benefit of program countries. This should take the form of a functional rationalization in a complementary and cooperative manner between the work of the United Nations and the World Bank. Such a

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[6] Renewal of the United Nations: A Program for Reform (A/51/950)

rationalization would enable both institutions to operate in the same sectors in a complementary manner…Governments play an important role in bringing the United Nations and the World Bank together not just at the intergovernmental level, but at the country level as well. National priorities, along with the active involvement of Governments, should serve as the basis for closer coordination of common country assessments, the United Nations Development Assistance Framework, and the World Bank's policy planning frameworks.

The policies of the IMF have an extremely important effect on the conditions affecting development in developing countries. This is particularly true of their structural adjustment requirements. The Secretary-General welcomes the increased degree of consultation now taking place between the IMF and the United Nations at the country level on these issues and intends to strengthen this relationship further."

- *With NGOs and civil society organizations*

The UN System will continue to collaborate with international NGOs in the implementation of programs and projects in those areas where these organizations have a comparative advantage, ensuring the sustainability of their operations. Likewise, through its programs, the UN System will partner with and contribute to developing and strengthening the technical, financial, and organizational capabilities of organizations of civil society involved in the process of the formulation, implementation and evaluation of development policies. It will seek to strengthen the periodic mechanisms of consultation between civil society and the agencies of the UN System, as well as to improve the modalities of participation of these organizations in the work of the UN System, through, for example, the creation of the Consultative Council of the Civil Society (See annex 2).

7. Mechanisms of Inter-agency Coordination

Based on a critical reflection on the efforts toward cooperation made in Nicaragua up to now, two key aspects, among others, can be noted concerning the debatable relevance of this work in overcoming poverty: on the one hand, the lack of focus of the activities in concrete areas, and, on the other hand, the lack of coordination among the different actors working for the development of the country, governmental as well as non-governmental.

In this context, the UNDAF is built as a basis for overcoming these two obstacles, but as a System we believe that it must go beyond just this. We trust that if we propose more ambitious goals for interagency coordination for ourselves, and if, in this process, we take the steps to focus even more our activities, we will be able to increase and improve the levels of impact our work is having in the standard of living of the poorest.

Likewise, from the point of view of the infrastructure, while the UNDP and UNICEF continue to share the United Nations building, at the end of last year the Country Team of the UN System (UNCT) assessed the possibility of building an annex on the current installations and of looking for different financing modalities in order to accommodate the offices of the WFP, UNFPA or others, initiating the process of debate on the construction of the "House of the United Nations". A feasibility study is planned for the first half of 2001.

Based on this first progress, the aim is:

Short term coordination objectives (2002-2004)

Strengthened capacities of the UN System for joint coordination, programming, and management of development activities.

- Office for Coordination of the UN System of the United Nations, strengthened and at the service of all agencies of the System:
    - Coordination in communication matters
    - Coordination in logistical and security matters
    - Strengthening of the administration of common areas.
- A Joint Pilot Program of the UN System. This project focuses on the creation of two decentralized offices in the most depressed areas of the country, according to the poverty map: the Atlantic Coast and the Northern part of the country[9] (see Annex 2).
- A joint program for strengthening the Registry and Vital Statistics (See Annex 2).
- A joint project for establishing better mechanisms for participation and collaboration between the UN System and Civil Society (See Annex 2).
- A national encounter for analyzing the last decade of cooperation for development in Nicaragua (See Annex 2).
- A joint program on topics of sexual and reproductive health (See Annex 2).

Medium and long term coordination objectives (2004-2006)

In this context, the UNDAF is also focusing on the search for new models of cooperation, fundamentally aiming at achieving greater impact on our projects and programs in reducing poverty levels, and in the consolidation of a more transparent and participatory institutionality.

Thus, starting with the creation of two decentralized offices, the UN System will identify two integrated projects in each one of the prioritized areas. These projects will be identified and formulated based on the problems that directly affect the poorest people, incorporating the component of respect for human rights, and putting emphasis on reducing gaps.[10]

By the end of 2006, it is hoped that, in the areas of intervention of these projects, the following results will be produced:

- Increased production and productivity of small and medium scale production units, creating jobs
- Improved food security and basic nutrition
- Improved access by the poorest part of the population to basic social services, water and sanitation, education, primary health care, sexual and reproductive health information and services
- Improved institutional capacities in matters of municipal planning and management
- Strengthened public institutions for risk management and natural resource management
- Strengthened capacities of civil society for participation and oversight of public activity

As an additional outcome within the UN System, this experience will generate more efficient and less costly management and administrative systems and methodologies.

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[9] Joint Programme
[10] Joint Programme

Country Programme

The UNDAF constitutes the frame of reference that will guide the activities of cooperation of the UN System in Nicaragua for the next five years. Its dispositions will be implemented through the individual Country Programs agreed upon between the agencies of the System and the Government of Nicaragua.

The dispositions of the UNDAF will be executed through the Country Programs agreed upon between the UN System agencies and the government of Nicaragua. Therefore, those agencies that currently are in the programming process, will have to progressively design and formulate, or revise and adapt their respective Country Programs based on the goals, objectives, cooperation strategies and indicative data for the assignment of resources established in the UNDAF.

Mechanisms for Coordination, Monitoring and Evaluation

To follow-up on the implementation of the UNDAF, the United Nations System will have the support of the following coordination bodies:

- Country Team (UNCT): Formed by the Resident Representatives of the United Nations System Agencies in the country
- UNDAF Follow-up and Review Committee: The Committee for Follow-up and Evaluation of the UNDAF will be formed from the Steering Committee that has worked on the formulation of the document, including representation from the Government, Civil Society, IFIs and Donor Community, with one person delegated by each one of those bodies for this purpose.
- Office of Coordination of the United Nations System in Nicaragua, that will hold the encounters and meetings, and will provide follow-up to the CCA indicators and the UNDAF objectives and will facilitate the follow-up reports to the UNCT as well as the DGO.

The basic technical instruments for the monitoring are:

- Annual Work Plan of the UNDAF
- The Framework of Indicators for the Common Country Assessment (CCA)
- The Framework of Indicators for the objectives defined in the UNDAF
- Strengthened Poverty Reduction Strategy
- Thematic or sectoral analyses
- The Nicaragua HDI and other specialized documents analyzing the situation
- The Follow-up Process to commitments made in Summits and Conferences
- Follow-up Reports on Projects and Programs of the System

To ensure the applicability and relevance of the UNDAF to the development needs and priorities of the country, the UN System, convoked by the Office of Coordination, will organize:

- Semi-annual monitoring meetings
- Mid-term evaluation in 2004
- Final evaluation

The following types of reports will be done:

- Semi-annual follow-up reports: on the progress in achievement of the objectives; these reports will be done by the Steering Committee with the technical support of the office of coordination of the System and will be ratified by the UNCT.
- Annual review reports: in addition to the progress in achievement of the objectives, it will reflect the need for reformulation and/or redesign of the objectives in cases where the changes in the situation of the country requires it; these reports will be done by the Steering Committee with the technical support of the office of coordination of the System and will be ratified by the UNCT.
- Evaluation reports (half-term and final): will measure, in addition to progress in achievement of the objectives, the impact on the goals, and to what extent the UNDAF is a reference point for assigning resources from the government and from other donors. An external evaluator will be contracted for these reports.

Resource Mobilization

The necessary financial resources for the implementation of the UNDAF will come principally from: I) ordinary and extraordinary resources from the different agencies of the UN System participants; ii) additional funds mobilized by the agencies coming from other sources of cooperation, bilateral or multilateral. In this sense, the UNDAF, as a frame of reference for the joint cooperation of the UN System in Nicaragua, is an instrument that should facilitate and favor the mobilization of resources on the part of the donor community.

Section VI- Resource Framework

During the period between 2002-2006, the total amount of financial resources expected to be mobilized by the UN System in support of the goals and objectives of the UNDAF is a total of about US$130 million. The following box summarizes indicative figures assigned by each one of the agencies for each area of focus. In addition to the resources coming from funds and programs of the United Nations, the box reflects funds that the resident agencies intend to mobilize, as well as other specialized agencies of the System that are not resident in the country.

Agency		I. Rights and Duties	II. Socio- Environmental Sustainability	III. Economic Model	IV. Rule of Law	Total Per Agency
FAO		0.500	0.500	0.100		1.100
	others	2.000	3.000	0.250		5.250
UNFPA		4.000	0.500	1.000	0.500	6.000
	others	6.000	1.500	1.500	1.000	10.000
IOM						0.000
	others					0.000
PAHO		4.680	0.798			5.478
	others	1.895	0.305			2.200
WFP		14.254	4.800	4.506		23.560
	others					0.000
UNDP		2.000	6.400	1.600	6.000	16.000
	others	6.200	4.600	6.200	14.000	31.000
ODCCP						0.000
	others	1.300	0.050	0.500	0.250	2.100
UNESCO		3.700	0.000	0.000	0.000	3.700
	others				0.000	0.000
UNICEF		2.000	1.500		1.080	4.580
	others	12.000	4.070		2.000	18.070
UNIFEM						0.000
	others	0.096				0.096
TOTAL		60.625	28.023	15.656	24.830	129.134

Goals of the Cooperation	Objectives of the UN System Cooperation	Objective Indicators	UN System Cooperation Strategy
GOAL 1 To strengthen the national and local capacities for the formulation, implementation and evaluation of public policies with a focus on Rights and Sustainable Human Development in order to reduce the gaps in economic, gender, urban-rural, age and ethnic conditions.	OBJECTIVE 1 Strengthened capacity of social cabinet ministries and civil society organizations (CSO) to operate in the national and local settings, within the framework of the SPRS, the policies, action plans and/or national programs on population, education, primary health care, sexual and reproductive health, food and nutritional security and the environment.	‣ Amount and percentage structure of the national budget allocated to social spending by headings, linked to the SPRS. Number and type of policies, action plans and/or ‣ national programs linked to the SPRS implemented by the social cabinet ministries and CSO, supported technically and financially by the UN System. ‣ Number and type of technical assistance missions from the UN System by social cabinet ministries and CSO. ‣ Personnel trained according to the number and type of formation and training actions in each ministry and CSO.	• Advocacy • Technical assistance • Formation and Training • Equipment • Joint interagency action • Mobilization of resources
	OBJECTIVE 2 The gaps in economic, gender, age, urban-rural and ethnic conditions and their evolution identified and transmitted, through research, special studies and reports of the UN System.	‣ Nicaraguan HDR and other special reports of the UN System agencies that are published and distributed. ‣ Number of personnel trained according to the number and type of training activities around the issue. ‣ Number of participants according to the number and type of dissemination activities around the issue.	• Advocacy • Technical assistance • Training • Joint interagency action
	OBJECTIVE 3 Strengthened processes for planning, monitoring and evaluating, on a national and local scale, in the progress of a follow-up system for public policies in the social sector, including short and medium term socio-demographic scenarios and oversight of human rights, above all those of children, adolescents and women; the articulation and strengthening of the System for Vital Statistics, support for the census and national surveys and the implementation of municipal systems of socio-demographic information.	‣ Increase in the capacity of the System to offer opportune and quality technical support. ‣ Follow-up system for social policies prioritized, designed and ratified in 2002 and implemented in 2003. ‣ Number and type of socio-demographic scenarios developed. ‣ Coverage implemented for the Vital Statistics System. ‣ Amount and type of support offered in the area of census and survey information. ‣ Number of municipalities with socio-demographic information systems installed and in use	• Advocacy • Technical assistance • Formation and Training • Equipment • Special research and studies • Joint interagency action • Mobilization of resources

Goals of the Cooperation	Objectives of the UN System Cooperation	Objective Indicators	UN System Cooperation Strategy
GOAL 2 To contribute to the satisfaction of the basic needs and welfare of all people, guaranteeing: ▪ Basic education ▪ Primary health care, including information and services on sexual and reproductive health and the prevention of STDs/HIV/AIDS ▪ Basic nutrition and food security ▪ Habitat (housing, water and sanitation) ▪ Reduction of the supply and demand for drugs.	OBJECTIVE 1 Increasing access to and the number of children that remain in the educational system and child care and preschool services as well as literacy programs for adults and vocational education for youth in the poorest and most rural areas. OBJECTIVE 2 Education on population, sexuality, environment and develement, drug abuse, nutrition, and citizenship and peace education incorporated into the formal, informal and community education systems in order to generate responsible behaviors and habits in the new generations on individual, family and community levels. OBJECTIVE 3 Increased access and improved quality preventative health care and treatment network of primary health care services, w emphasis on the reduction of adol pregnancies, infant and maternal morbi-m rates, transmittable diseases, STDs and HIV in the poorest and most rural areas.	▸ Changes in the baseline and CCA indicators. ▸ Number and type of intervention methodologigs per area, designed and ratified by the UN System. ▸ Decrease in the number of children and youth outside the educational system. ▸ Number and type of beneficiaries of food assistance. ▸ Number of curricula that incorporate themes of population, sexuality, environment and development, and drug abuse, citizenship and peace. ▸ Number of teachers and community agents trained according to type of activity. ▸ Number and coverage of formal, informal and community courses. ▸ Number of manuals and publications by the System about issues that are specifically supported by the UN System. ▸ Changes in the baseline and CCA indicators. ▸ Rates of adolescent pregacy, infant and maternal morbidity-mortality and the impact of transmittable diseases, STDs, and HIV/AIDS. ▸ Number of norms formulated and implemented to improve the quality of services. ▸ Number and percentage of health units that offer information and services, prioritized according to type. ▸ Number and percentage of health units that offer information and at least three services in sexual and reproductive health, according to protocols, for adults and adolescents. ▸ Number and type of beneficiaries of food assistance.	• Technical assistance • Formation and training • Equipment • Joint interagency action • Mobilization of resources • Food assistance (fortified foods) • Advocacy • Technical assistance • Formation and training • Special research and studies • Joint interagency action • Mobilization of resources • Focusing • Advocacy • Technical assistance • Formation and training • Equipment • Special research and studies • Joint interagency action • Focusing • Promotion of sectoral focus (SWAP) • Mobilization of resources • Food assistance (fortified foods)

Area I
Rights and Duties of the Person

Goals of the Cooperation	Objectives of the UN System Cooperation	Objective Indicators	UN System Cooperation Strategy
GOAL_2 (continued) To contribute to the satisfaction of the basic needs and welfare of all people, guaranteeing: ▪ Basic education ▪ Primary health care, including information and services on sexual and reproductive health and the prevention of STDs/HIV/AIDS and the prevention of drug abuse ▪ Basic nutrition and food security ▪ Habitat (water and sanitation)	OBJECTIVE_4 Guaranteed food security in the prioritized areas and improved basic nutrition with a special emphasis on children and women.	▸ Food and Nutritional Strategy incorporated into the SPRS ▸ An Information and Follow-up Information System for Food and Nutritional Security within the framework of the SICIAV, FIVIMF Initiative. ▸ Number of municipalities and community organizations covered by SAN projects and programs. ▸ Number and type of beneficiaries of food assistance. ▸ Vulnerability to food insecurity. ▸ Malnutrition in vulnerable groups (pregnant women, nursing mothers and children under two years old). ▸ Natonal Commission for Food and Nutritional Security (CONASAN) operating. ▸ Strategic plan with CONASAN designed and put into practice by 2002. ▸ CONASAS coordinates the monitoring and evaluation system for SAN policies.	• Advocacy • Technical assistance • Formation and training • Joint interagency action • Focusing • Mobilization of resources • Food assistance (fortified foods)
	OBJECTIVE 5 Improved family habitats in prioritized areas and increased access to decent housing, potable water services, sanitation, basic hygiene and a healthy environment.	▸ Number of approved norms and projects in SAN's areas and supervised by CONASAN ▸ Changes in the baseline and CCA indicators. ▸ Number of families benefited according to the service received. ▸ Friendly and Healthy Schools Initiative operating and number of schools certified.	• Advocacy • Technical assistance • Formation and training • Special research and studies • Joint interagency action • Focusing • Mobilization of resources
	OBJECTIVE 6 Reduction of the supply and demand for drugs.	▸ Number of implemented national or regional plan projects on drug dependencies # de proyectos. ▸ Number of crimes related to drugs.	• Technical assistance • Formation and training

Area II
Environmental Sustainability

Goals of Cooperation	Objectives of the UN System Cooperation	Objective Indicators	UN System Cooperation Strategy
GOAL 1 To promote a vision and a strategy of sustainable development that leads to a National Sustainable Development Plan with social equity.	OBJECTIVE 1 Proposal for a national strategy for sustainable development formulated and broadly consulted with national and local actors (governmental and non-governmental).	‣ Number of workshops and forums held with key actors to contribute tot he formulation of the national strategy for sustainable development ‣ Number of policy impact plans done for this purpose ‣ Number of national and local actors that align their plans with the national strategy for sustainable development.	• Advocacy • Technical assistance • Training • Social communication • Alliances with the University for Peace
	OBJECTIVE 2 Strengthened institutional capacities for the integration of environmental and sustainable approaches on various levels of decision-making.	‣ Number of educational activities organized and held with decision-makers. ‣ Number of participants in the educational activities by sex and type of organization. ‣ Number of decision-makers that apply criteria for environmental sustainability ‣ Number of CAM that can apply environmental policy in the local and sectoral settings. ‣ Number of norms that apply environmental sustainability criteria in the local and sectoral setting.	• Advocacy • Technical assistance • Training • Research
	OBJECTIVE 3 Dialogue promoted among decision-makers and civil society, for the inclusion of criteria for environmental sustainability in development policy and strategies.	‣ Number of meetings and forums held with key actors ‣ Number of institutions associated with the System that have a list of environmental criteria. ‣ Number of institutions that make decisions based on the list of environmental criteria.	• Advocacy • Political dialogue • Training • Social communication

Area II
Environmental Sustainability

Goals of Cooperation	Objectives of the UN System Cooperation	Objective Indicators	UN System Cooperation Strategy
GOAL 2 Policies for land use, human settlements and soil use.	OBJECTIVE 1 Participatory methodologies for municipal planning with an integrated approach (human settlements environment, land use, gender, risks, population), designed, ratified and implemented in municipalities and/or UN System counterparts.	‣ Number of educational events for the training of United Nations System personnel in the conceptualization and methodologies for participatory municipal planning with an integrated approach. ‣ Number of people trained in methodologies for participatory municipal planning with an integrated approach. ‣ Number of municipalities that apply participatory methodologies. ‣ Number of projects that include methodologies for municipal planning. ‣ Number of successful experiences in participatory municipal planning with an integrated focus that have been identified and systematized.	• Advocacy • Technical assistance • Training • Social communication • Community participation
	OBJECTIVE 2 At least six social cabinet ministries linked to the National System for Environmental Information (MAGFOR-MINSA-MECD-MIFIC, INIFORM, MARENA-INETER) and this promoted and disseminated, in a participatory manner, in the municipal setting.	‣ Amount of updated information from the social cabinet minister to the National System for Environmental Information per year. ‣ Number of municipalities with formal and informal access to the National System for Environmental Information. ‣ Number of consultations of the National System for Environmental Information made by local actors. ‣ Number of municipalities that make decisions based on the National System for Environmental Information.	• Advocacy • Technical assistance • Training • Social communication • Community participation
	OBJECTIVE 3 Strengthened capacities for environmental management in the local setting.	‣ Number of municipal plans that have explicit environmental components. ‣ Number of environmental ordinances generated on the municipal level. ‣ Number of projects and proposals managed by the CAM.	• Advocacy • Technical assistance • Training • Social communication • Community participation

Area II
Environmental Sustainability

Goals of Cooperation	Objectives of the UN System Cooperation	Objective Indicators	UN System Cooperation Strategy
GOAL 3 To reduce ecological and socio-environmental vulnerability through sustainable management of natural resources and the habitat.	OBJECTIVE 1 Sustainable systems for adequate use and management of natural resources incorporated into the local strategies for poverty reduction.	‣ Areas and number of farmers in UN System projects that incorporate sustainable practices for the use and management of natural resources and habitat. ‣ Number of municipalities that incorporate environmental criteria in their poverty reduction strategies ‣ Identification, systematization and dissemination of good practices for the integration of environmental criteria in local development strategies.	• Advocacy • Technical assistance • Training • Food assistance to the most vulnerable groups.
	OBJECTIVE 2 Mechanisms of prevention, mitigation and attention to natural disasters incorporated into municipal planning with the participation of civil society.	‣ At least 20 municipalities consider prevention, mitigation and attention to natural disasters as part of their municipal planning ‣ Known levels of environmental vulnerability in at least 20 municipalities of the country ‣ Information about environmental vulnerability accessible on the web pages of the UN System. ‣ Number of agencies within the National System for Prevention, Mitigation and Attention to Natural Disasters that have participation agreements with civil society in their plans. ‣ Number of institutions and actors that participate in forums for discussion about prevention, mitigation and attention to natural disasters on the local and national levels. ‣ Number of forums, workshops and meetings between civil society and local and national authorities.	• Advocacy • Technical assistance • Training • Focus on areas of high vulnerability to recurrent natural disasters through analysis and cartography of the vulnerability.

Area II
Environmental Sustainability

Goals of Cooperation	Objectives of the UN System Cooperation	Objective Indicators	UN System Cooperation Strategy
GOAL 3 (continued) To reduce ecological and socio-environmental vulnerability through sustainable management of natural resources and the habitat.	OBJECTIVE 3 Criteria for risk management used in projects and programs of the UN System.	‣ All of the UN System agencies apply homogeneous criteria for risk management. ‣ Number of programs and projects of the UN System that have introduced risk management actions. ‣ Number of UN System specialists that know the risk management criteria. ‣ Number of organized workshops to socialize the risk management criteria	• Technical assistance • Training • Focus on areas of high vulnerability to recurrent natural disasters through analysis and cartography of the vulnerability.
	OBJECTIVE 4 Strengthened national and local capacities for formulating proposals on environmental services policies.	‣ Number of specialized forums discussing the issue of environmental services. ‣ Number of studies and research done around the issue of environmental services. ‣ Number of UN System projects formulated with explicit objects regarding environmental services. ‣ Number of environmental services policy proposals and implementations.	• Advocacy • Technical assistance • Training
	OBJECTIVE 5 The communities established in areas with energy postential and/or tourist potential participate in the use and benefits of the resources.	‣ Number of communities participating in plans for development sustainable tourism. ‣ Number of exchanges held between affected communities.	• Advocacy • Technical assistance • Training • Social communication • Community participation
	OBJECTIVE 6 Sustainable and hygienic practices of potable water use, sanitation and waste management in prioritized areas.	‣ Change in the indicator framework of the CCA. ‣ Percentage decrease in water-borne diseases. ‣ Number of social communications campaigns.	• Advocacy • Technical assistance • Training • Social communication • Community participation

Area III
Inclusive, Productive and Diversified Economic System

Goals of Cooperation	Objectives of the UN System Cooperation	Objective Indicators	UN System Cooperation Strategy
GOAL 1 To promote an economic system that responds to the basic needs, especially of the poorest population of Nicaragua, fosters quality employment and increases production.	OBJECTIVE 1 The National Assembly and the social cabinet ministries guarantee an allocation of budget resources according to the priorities for poverty reduction and promote an environment that favors public and private productive investment and equitable distribution of resources.	▸ Volume and structure of the budget reflect annual increases congruent with the progress of the SPRS goals. ▸ Number of UN System agencies participating in special commissions of the National Assembly. ▸ Number of consultations and advisory sessions given by UN System agencies for central and local public administration, civil society and the National Commission for Economic and Social Planning (CONPES) in budget development and follow-up. ▸ Number of UN System meetings held annually with the rest of the international community to achieve better coordination of aid in support of the SPRS.	• Advocacy • Technical assistance • Joint and specific projects of the UN System agencies • Strengthening of capacities of civil society, the productive sector, government institutions, with emphasis on decentralization
	OBJECTIVE 2 Promotion of a political and social consensus favorable to productive public and private investment that fosters employment and productivity including technology transfer.	▸ Shared agenda of UN System and IFIs to foster investment and employment.	• Advocacy • Technical assistance • Strengthening of national capacities
	OBJECTIVE 3 In x of the poorest territories, increased produciton and productivity of small and medium production units, employment generators, through joint work with the UN System.	▸ A UN System joint program of action formulated in 2001 and put into effect in 2002 in municipalities selected using the following criteria: a) poor territories with productive potential. b) critical mass of UN System in place (aid map).	• Regional and binational projects • Advocacy with civil society, the government, media, donor community • Focus on the border sector, the productive sector • Focus on the poorest areas through analysis and cartography of vulnerability • Food assistance to the most vulnerable rural groups.

Area III
Inclusive, Productive and Diversified Economic System

Goals of Cooperation	Objectives of the UN System Cooperation	Objective Indicators	UN System Cooperation Strategy
GOAL 2 To foster,from Nicaragua, a redefinition of the agenda for regional integration, with greater participation by civil society in the process.	OBJECTIVE 1 Strengthened mechanisms for region integration based on the experiences-in-progress of various institutions and agencies and fostering mechanisms of horizontal cooperation. OBJECTIVE 2 Articulated mechanisms of closer collaboration with the IFIs and the regional banks.	▶ Number of exchanges of specialized services and technical assistance between the countries of the Central American region ▶ Progressive assumption of the costs of regional purchases of inputs for the national budget, as an indicator of economic sustainability ▶ Amount of resources saved through regional purchases of supplies for public institutions. ▶ Number of new regional contracts with the participation of the UN System. ▶ Number of groups from civil society actively involved in the process of bi-national and regional dialogue on integration. ▶ Number of sub-regional agencies contacted and agreements reached by the UN System (Parlacen, CABEI, SIECA, RESCAD, CECC) ▶ Number of meetings with IFIs ▶ Minutes and reports of the meetings ▶ Number of UN System programs and projects with financing from the IFIs and the regional banks.	• Advocacy • Technical assistance • Training • Inter-agency coordination • Horizontal cooperation • Association with institutions and regional banks • Alliances and political dialogue • Advocacy

Area IV
Rule of Law, Democratic Governability and Institutional Development

Goals of Cooperation	Objectives of the UN System Cooperation	Objective Indicators	UN System Cooperation Strategy
GOAL 1 To strengthen a shared identity and a new ethic based on human rights, transparency and rule of law.	OBJECTIVE 1 Debate and actions promoted to foster a national morality and ethic in public practice.	▸ Number of forums and workshops held with key actors. ▸ Number of publicity and social communications campaigns. ▸ Number of UN System publications on good government, good management and good political practices.	• Establishment of a joint mechanism for public communication and information • Training of United Nations personnel in the focus on rights and in concept of Sustainable Human Development. • Advocacy with the state, the IFIs, local institutions and decision-makers • Social mobilization • Advocacy y asistencia técnica al CONPES, Parlamento y ministerios de línea e instituciones de defensa de los derechos humanos.
	OBJECTIVE 2 Promotion of a shared vision of the country, the impact of which is the establishment of national priorities such as the allocation of the public budget.	▸ Number of meetings and forums of the civil society consultative group. ▸ Number of meetings with CONPES, CONADES, the social cabinet ministers, the National Assembly and other related institutions. ▸ Number of programs and projects. ▸ Vision of country developed and presented in 2002.	• Public communication and information • Training • Advocacy with the state, the IFIs, local institutions and decision-makers • Social mobilization • Advocacy and technical assistance to CONPES, the parliament and the social cabinet ministries and institutions
	OBJECTIVE 3 Strengthened institutional and private mechanisms for oversight and defense of human rights in the country (PDDHH, Commissions on Children, INIM, CNLCD, National Youth Council and other public and private institutions).	▸ Number of projects and programs with human rights defense institutions in the country ▸ Number of publicity campaigns on the respect and defense of human rights.	• Public communication and information • Training • Advocacy with the state, the IFIs, local institutions and decision-makers • Social mobilization • Advocacy and technical assistance to CONPES, the parliament and social cabinet ministries and human rights defense institutions

Area IV
Rule of Law, Democratic Governability and Institutional Development

Goals of Cooperation	Objectives of the UN System Cooperation	Objective Indicators	UN System Cooperation Strategy
GOAL 2 To strengthen the capacities of the organizations from civil society, non-profit NGOs, for participation and oversight of public life.	OBJECTIVE 1 Institutionalization of the legal regulation of civil society and the promotion of the building of platforms for dialogue and operational capacity.	‣ Number of meetings of the Civil Society Consultative Council. ‣ Number of workshops for training on political impact and oversight of public action with people from civil society. ‣ Number of people trained from civil society in political impact and oversight of public action. ‣ Number of political impact plans implemented by organizations from civil society close to the UN System.	• Technical assistance to the government and to NGOs • Advocacy • Training • Establishment of mechanisms for dialogue (Civil Society Consultative Council)
	OBJECTIVE 2 Strenthened agencies of civil society: CONPES, CONADES, National Sectoral Commissions	‣ Number of projects and programs of the UN System implemented with these institutions. ‣ Number of recommendations of CONPES, CONADES, and National Sectoral Commissions written and presented to the government as public policy issues. ‣ Number of investigations and studies implemented in collaboration with the UN System for the development of public policies.	• Advocacy • Technical assistance • Training • Social communication • Research

Area IV
Rule of Law, Democratic Governability and Institutional Development

Goals of Cooperation	Objectives of the UN System Cooperation	Objective Indicators	UN System Cooperation Strategy
GOAL 3 To support the processes of decentralization to bring policy, administrative and investment decisions closer to the citizens.	OBJECTIVE 1 Debate promoted on the framework of decentralization and strengthened national and local capacities for the formation and application of decentralization policies.	‣ Number of projects and programs. ‣ Number of forums held on the Decentralization Law and the Civil Service Law. ‣ Number of educational events held on the Decentralization Law and the Civil Service Law. ‣ Study and Diagnostic on the feasibility of the decentralization policy. ‣ Number of proposed decentralization laws and policies.	• Advocacy • Technical assistance • Training • Investigations and studies • Social communication • Focus on a certain area within a certain timeframe addressing all of the issues of local management.

Area IV
Rule of Law, Democratic Governability and Institutional Development

Goals of Cooperation	Objectives of the UN System Cooperation	Objective Indicators	UN System Cooperation Strategy
GOAL 4 Universal, unrestricted, quality access to justice.	OBJECTIVE 1 Formulated, approved and regulated judicial service that incorporates juvenile justice and strengthened judicial schooling.	▸ Judicial service law formulated in 2004. ▸ Number of forums and workshops held with key actors for the formulation of the judicial service law in 2003. ▸ Number of forums and workshops held with key actors for the approval of the judicial service law in 2004. ▸ Number of forums and workshops held for the regulation of the judicial service law in 2005. ▸ Number of projects and programs that result in the formulation, approval or regulation of judicial service and/or of one of the aspects of it. ▸ number of workshops, forums and/or consultations on the plan for judicial schooling.	• Advocacy • Technical assistance • Training • Reform of the legal framework
	OBJECTIVE 2 Strengthened penitentiary system, regarding human rights, that permits the social reintegration of the inmates.	▸ Number of projects and programs held with the penitentiary institutions. ▸ Number of inmates reintegrated. ▸ Number of training sessions for work purposes held in the penitentiary centers. ▸ Amount of income earned by the inmates for work done in prison. ▸ Number of drug dependent inmates attended, psychologically rehabilitated and reintegrated into society.	• Advocacy • Technical assistance • Training • Reform of the legal framework
	OBJECTIVE 3 Strengthened public defense in order to improve access to justice for the most vulnerable groups.	▸ Number of programs and projects. ▸ Amount of resources allocated to public defense. ▸ Number of cases seen by the public defender office.	• Advocacy • Technical assistance • Training • Reform of the legal framework

UNDAF METHODOLOGY

1. Criteria

1.1. Centrality of the Human Person

The Human Development System proposed by the CCA defined people as the main focus of aid by the UN System; in this context, when it is time to define the goals and objectives of the UNDAF, we start from the principal that our intervention could improve the lives of people, introducing substantive changes in their political, social, cultural and individual actions.

1.2. Normativity of Human Rights

The analysis done in the CCA brings us to focus our development actions with a human rights approach. In the UNDAF, this is made concrete, among other things, in the ability to visualize the gaps and in the effort to reduce them; access to basic social services and active participation of the citizenry in the decisions of the country.

1.3. Systemic and Intersectoral Character

The Systems of Poverty and Human Development in Nicaragua identified in the CCA defined the goals of the UNDAF based on the same CCA, the SPRS and the goals of the International Summits and Conferences. Understanding that the causes of poverty can not be separated, we saw that neither can the solutions; however, defining a list of goals that had the purpose of achieving better Human Development Indices could lead to simplistic interpretations. For this reason, overcoming sectoral approaches and comprehensively addressing the problems of poverty in the country, we classified the goals in four areas, each one intimately related to the other three, and making reference to a culture of rights, environmental sustainability, a diversified and inclusive productive economic system and a consolidated rule of law.

2.   Tools Used

The Nicaraguan CCA, the Poverty Reduction Paper and the goals of United Nations conferences and summits were the points of departure for defining a series of goals and objectives that, jointly addressed, will truly impact upon the Human Development of Nicaraguans.

3. Actors

- ***United Nations Country Team (UNCT*)**

Formed by the Resident Representative of each of the agencies of the UN System that work in Nicaragua. It is the lead group in the process of definition of the theoretical frameworks and the methodology.

- *Steering Committee (ST)*

Agency of coordination and technical support to the Country Team, comprised of a group of technical experts (officials and experts) from the agencies of the UN System, responsible for implementing the processes of planning, execution and follow-up for the CCA, according to official lines and the established timeframe.

- *Inter-agency Issue Groups*

Four work teams, formed by Resident Representative, members of the Steering Committee and officials from each of the agencies, which deepens the definition of goals, objectives, indicators, strategies and resource framework.

- *Partners*

☐ The donor community of the United Nations and of countries that aid Nicaragua.
☐ International Financial Institutions: the World Bank (WB), International Monetary Fund (IMF), Inter-American Development Bank (IADB), Central American Bank for Economic Integration (CABEI).
☐ The national government and local governments.
☐ Civil society.

- *Technical Team*

Group of officials, assistants and consultants, with the role of technical secretary, offering methodological, conceptual and logistical support, information processing and the preparation of documents generated during the course of the development of the UNDAF.

4. Description of the Process

- *First Steps*

Led by the UNCT, the process began on January 22, 2001, with the definition of the theoretical framework and the methodologies for analysis by the participants. This first meeting assumed a renewed contact for all of those that participated in the process of preparing the CCA, who will assume the work of the UNDAF.

- *Defining the UNDAF*

In January of 2001, the process of preparing the UNDAF was begun with the contracting of two consultants[1], the work began with a meeting of the Steering Committee that had worked in the preparation of the CCA together with the UNCT.[2] At the same time, the contract with two

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[1] The TORs of the consultancies are included.
[2] The meeting would serve to define the beginning of the work and would reunite the interagency team that wrote the CCA.

consultants was defined, which resulted in a map of international aid in Nicaragua and of follow-up to summits and conferences[3].

During the months of February and March, always under the supervision of the UNCT, the work groups continued their meetings to define goals, objectives and indicators by the Steering Committee. The following results were obtained.

- ***Consensus***

Contacts were established with the representatives of the IFIs to work jointly on the definition of the framework. Unfortunately, although there was an information flow during the process, the pressure of the agendas of the IFI representatives and the fact that they are legations with reduced numbers of personnel, made it impossible for joint work.

At the same time, with the first draft, we held a work session with representatives from the ministers of the social cabinet to discuss goals, objectives and indicators. Unfortunately, we have not received their contributions.[4]

Finally, with that same draft, two work sessions have been held with representatives from civil society and the international community and representatives of agencies of the UN System, whose contributions have been taken into consideration in this final document.

- ***Editing the Final Document***

The consultants, with the support of the technical team and under the supervision of the UNCT and the SC, finished editing the document on March 30, 2001.

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[3] Attached are the TORs of both consultancies. The results of both consultancies are Annexes 3 and 5.
[4] This is logical to a certain point given that the campaign for the general elections in November is in process.

List of Participants

- **United Nations Country Team (UNCT)**

Juan Aguilar, UNICEF
Rosa Antolín, WFP
Juan Bautista Arríen, UNESCO
Carmelo Angulo, Resident Coordinator
Iván Dávalos, IOM
Jean-François Ghyott, FAO
Tomás Jiménez, UNFPA
Bárbara Pesce-Monteiro UNDP
Patricio Rojas, PAHO/WHO
Francisco Roque, WFP

- **Government**

Mauricio Gómez, Secretary of Economic Relations and Aid.
Danilo Salinas, Director of Social Policies for the SETED.
Luis Felipe Báez, Advisor to the Secretary General (Education)
Juan Marcos García, Director General of Multilateral Management for Secretary of Economic Relations and Aid.
Rosaura García, Management Official for the Secretary for Foreign Aid.

- **Steering Committee**

Iván Dávalos, IOM
Bárbara Pesce-Monteiro, UNDP
Juan Aguilar, UNICEF
Javier Merino, PAHO/WHO
Linda Erickson, IOM
Armando Cerrato, FAO
Jorge Campos, UNFPA
María Rosa Renzi, UNDP
Mario Espinoza, UNESCO
Pedro Romero, WFP
Pierre-Serge Bolduc, WFP
Maddalena Pezzotti, UNIFEM

- **IFIs**

Ulrich Laechler, World Bank
Eduardo Balcarcel, IADB
Joaquin Harnak, IMF

- **Expanded Steering Committee**

All of the members of the SC plus:
Adolfo Castrillo, UNDP
Connie Puhiera, UNFPA
Lidia Hernández, UNFPA
Maren Hegedorf, WFP
Rosario Sanabria, WFP
Ginette Degrott, ODCCP
Aida Oliver, UNICEF

- **International Community**

Felipe Rios, Embassy of Norway
Marta Gallardo, European Union
Gloria Fonseca, Italian Aid
Jacob Tange, DANIDA
Klas Maskensten, Ambassador from Sweden
Miguel Angel Encinas, AECI
David Besseney, Embassy of France

- **Technical Team**

Wolfgang Haas
Asier Erdozain
Lola Ocón

- **Consultants**

Antonina Vivas
Begoña Yebra

UNDAF
Marco de Recursos
por
Area de Concentración

Agency	I. Rights and Duties	II. Environmental Sustainability	III. Economic Model	IV. Rule of Law	Total Per Agency
FAO	0.500	0.500	0.100		1.100
others	2.000	3.000	0.250		5.250
UNFPA	4.000	0.500	1.000	0.500	6.000
others	6.000	1.500	1.500	1.000	10.000
IOM					0.000
others					0.000
PAHO	4.680	0.798			5.478
others	1.895	0.305			2.200
WFP	14.254	4.800	4.506		23.560
others					0.000
UNDP	2.000	6.400	1.600	6.000	16.000
others	6.200	4.600	6.200	14.000	31.000
ODCCP					0.000
others	1.300	0.050	0.500	0.250	2.100
UNESCO	3.700	0.000	0.000	0.000	3.700
others				0.000	0.000
UNICEF	2.000	1.500		1.080	4.580
others	12.000	4.070		2.000	18.070
UNIFEM					0.000
others	0.096				0.096
TOTAL	60.625	28.023	15.656	24.830	129.134