

“PARAGUAY ENTRE TODOS” CONCEPT NOTE

1.- GENERAL INFORMATION

Project Name and Description:

- “PARAGUAY ENTRE TODOS: Desarrollo Social Articulado en el Territorio” (PARAGUAY WORKING TOGETHER: Co-ordinated Social Development in Territories: A Strategy for Delivering Coordinated Social Policy in a Multisector Area).

The project objective is to improve the delivery of services (for example in housing and health) to poor communities through a more coordinated and cross-sector approach that includes the collaboration of public and private stakeholders and community participation. In another way the project will contribute to Strengthening co - ordination in the delivery of public services in Paraguay.

Area of Cooperation:

- Coordination, Complementarity and Comprehensiveness in Social Development:

Delivering social policy can be complex and multi-dimensional. Often there is a need for comprehensive, integrated and inter-sectorial intervention centered around the individual person rather than single sector or vertical interventions. The project will aim to improve the delivery of services in housing and health for the most vulnerable (women, children, elderly and people with disabilities).

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2.- BACKGROUND:

A Priority of the Government of Paraguay

Paraguay has developed a Public Policy for Social Development Proposal entitled “Paraguay para todos y todas” (Paraguay for Everyone). This policy is founded upon four central tenets based on local realities, and incorporates both cross-cutting and specific issues for a comprehensive approach. Each tenet includes several national objectives and priority policies aligned to the problem that is being addressed. Taken together, the efforts undertaken in each tenet will contribute to achieving the overarching policy aim: To ensure everyone may enjoy and exercise their rights.

The Social Cabinet of the Presidency is a technical-political entity that operates within the Office of the President of Paraguay. The Executive Branch of the Government is therefore able to define, implement, monitor and assess social policies.

National objectives and policy priorities are related through four main strategies which include:

1. Quality of Life for Everyone
2. Social Inclusion and Overcoming Poverty and Inequality
3. Economic Growth without Exclusion
4. Institutional Strengthening and Efficiency in Social Investment

The strategies operate under a vision to enhance cross-sector coordination. The approach is no longer an option but requires institutional commitment. The approach also includes cross-cutting issues like gender equity and disaster risk reduction. Of most importance is the targeting of the most vulnerable including women, children, youth, elderly and people with disabilities.

Based on the Government of Paraguay’s commitment to these strategies and the overall goal of alleviating poverty, a number of priorities in an overall platform have been defined. These are being delivered and implemented through 11 programs.

International Co-operation

Since 2008, Chile and Paraguay have cooperated intensely and effectively in social development and especially with the “Säso Pyahu” social protection system. This is included as a National Objective under Tenet 2 of the policy proposal. The two countries have also cooperated previously in the health and housing sectors.

Added to this is existing trilateral cooperation work with the German Cooperation Agency, GTZ and the Chilean Agency for International Cooperation (AGCI), in housing and habitat. In December 2009 Chile and Paraguay signed the Chile-Paraguay Technical Cooperation Agenda for 2010–2011, which proposes to implement a project for social development intended to overcome poverty in Paraguay.

Central Elements of the Analysis

- The current individual sector approach continues to dominate, leading to fragmentation, overlapping of duties and responsibilities, and duplication of efforts, which leads to inconsistency in the Government's work.
- Formulation of sectoral policies and current strategic Plans is not well co-ordinated. There is also a lack of multi or cross-sector coordination.
- Each institution works in its own specialized field based on its own criteria.
- There is a need to build a decentralized model with a common understanding of cross-sector approach in order to improve coordination and among the institutions and consolidate relations with municipal (local government) actors.

The design document will set out the range of services being delivered and actors involved, and current attempts to coordinate them. It will also set out the roles that different levels of government, and communities themselves, play in service delivery. The Government of Paraguay has made a commitment to increase social development efforts: this is enabling the design of a comprehensive framework where projects are to be implemented in a more co-ordinated manner. This approach will necessarily bring in the full range of actors in service delivery, including civil society, as well target communities.

3.- RATIONALE

The design document will provide a targeted and comprehensive poverty analysis, which includes data that is appropriately disaggregated in terms of gender, children, young people, the elderly and people with a disability. This poverty analysis will set out the social context and situation in poor communities in Paraguay, and therefore the rationale for the Project. It will examine the institutions and services in place (where they exist) and demonstrate how a lack of agency and institutional coordination are causing both duplication and lack in delivery of critical social services, the options were considered to improve this. A broad analysis of poverty in Paraguay is attached. To some extent, this analysis is already reflected in a range of Paraguayan Policy documents, including:

- Social Development Policy Proposal "Paraguay para Todos y Todas" 2010-2020: In the framework of an Inclusive Sustainable Development Model with Economic and Social Equity."
- Paraguayan public policies on quality of life and health with equity
- MSPBS Strategic Plan 2008-2013: the aim of which is to lay the foundation for decreasing inequity in health and promoting the Rule of Law
- Paraguayan Policy on Children
- National Secretariat for Children and Adolescents (ANNA) Strategic Plan - 2009-2013
- Paraguay's draft National Housing and Habitat Plan – development of which forms part of the project.

To provide some context, in recent years, the Government of Paraguay has made a great effort to improve the quality of life of its citizens through a significant increase in social investment. At the same time, these efforts have been disparate and have seen little improvement in access to quality social services for all people.

Many basic services housing, water and sanitation remain unavailable to the people of Paraguay, which severely limits quality of life for many. For example, there is a chronic housing shortage with an estimated deficit of around 800,000 units (that is increasing by 12,000 units each year). The lack of planning (for example less than

10 of Paraguay's 237 municipalities have zoning regulations in place) leads to a chaotic distribution of the population. The expansion of basic service coverage continues to be uneven. Most homes have electricity, with more than 95% covered. Many city homes have potable water and power with more than 79% covered, while in rural areas only 38% have coverage. Overall connection to sanitation and sewerage systems has not improved in the last 25 years (coverage of 16% of the population, and limited to urban areas).

The health system is highly fragmented. Many different programs and actions focus on health care provision itself, and are operated by a multitude of agencies (e.g. Ministry of Health, Social Security Institute, Armed Forces, Police, and Universities, among others) without proper coordination. There are also major deficits in human resources, above all in primary care (health care centers), which distorts the network of services and centers services around hospitals. In regards to access to health services, the public health sector covers 58% of the population and the private sector 15%. Around three quarters (76%) of the population has no medical insurance.

As a result of dispersed efforts and difficulties of access to health care, infant mortality rates (16.9 per 10,000 live births) and maternal mortality (153.5 per 100,000 live births), continue to be a concern. Of the estimated 322,000 child labourers from 5 to 17 years of age carrying out paid and unpaid economic activities in Paraguay, only 69% regularly attend an educational establishment. Street children are a continuing concern in the country's main cities.

Access to education has improved substantially in the past decade, as demonstrated by the increase in enrollment, though the rates are still lower than desired (as of 2008, the gross rate of basic education enrollment is 85% at the preschool level, 102% for 1st and 2nd cycles, and 77% in the 3rd cycle)¹. Retention has been lower, especially among vulnerable populations. The educational level of teachers is also inadequate to meet the challenge of providing quality education that is relevant.

¹**Other experiences in this area implemented by cooperating institutions in other countries**

- Support for a Territorial Planning Programme in Antioquia, Colombia, with GTZ.
- Social Housing Plan in El Salvador, with GTZ.
- Región Activa Program in Chile, with the cooperation of GTZ

South-South Cooperation experiences already implemented by donor agencies

Experience from projects implemented in Paraguay:

- 1) Support of the Social Cabinet and structuring of the Social Protection Network and System: Sãso Pyahu (Bilateral Chile–Paraguay Project)
- 2) Regional Project "ALIANZA SUR-SUR POR LA SALUD DE LA MADRE Y SUS HIJAS E HIJOS Metas de Desarrollo del Milenio 4 y 5" (SOUTH-SOUTH ALLIANCE FOR MATERNAL AND CHILD HEALTH Millennium Development Goals 4 and 5) Chile, Paraguay, Ecuador, Bolivia)
- 3) Projects in the area of Housing and Habitat: Calculation of Housing Deficit (Bilateral Chile–Paraguay Project); Housing and Habitat work model with community participation and identification and characterization of precarious settlements (*slums*) (Trilateral Chile–Paraguay–Germany project).
- 4) Strengthening the Public Service – Competitive Hiring and Education (Trilateral Project–Spain, Chile, Paraguay).
- 5) Strengthening Early Care Services (Disability rehabilitation) (Trilateral Project– Chile, Paraguay, Japan).

Participation of Beneficiary Institutions in International Networks

SOCIAL CABINET	Latin American Network on South-South Co-operation
National Housing Council (CONAVI)	CYTED –Iberian-American Science and Technology Program for Development MINURVI – Organization of housing and urbanism ministers and senior officials of Latin America and the Caribbean. UNIAPRAVI – InterAmerican Housing Union
Ministry of Public Health and Social Welfare (MSPBS)	PAHO- Pan American Health Organization WHO –World Health Organization
National Secretariat for Children and Adolescents	UNHCHR –UN Committee on the Rights of the Child
Secretariat of Social Action (SAS)	CIDES –Inter-American Commission for Social Development Red Interamericana de Protección Social
INDERT	REAF –Special MERCOSUR Meeting on Family Agriculture
Ministry of Education and Culture (MEC)	OEI –Organization of Iberian American States for Education, Science and Culture

4.- PROJECT

4.1 Project Concept

The project objective is to improve the delivery of critical social services (for example in housing, health and education) to poor communities through a more co-ordinated and cross-sectoral approach that includes the collaboration of public and private stakeholders and community participation.

The development of an integrated approach to service delivery is intended to stimulate and facilitate interaction and collaboration among public actors, and between government agencies, thereby increasing opportunities for poorer communities to participate in the process and to benefit from it. It should be noted that there are two levels of project beneficiary: 1) participating institutions and 2) communities. This project was requested of donors by the Government of Paraguay, which had identified weaknesses in public management. It will strengthen public management in service delivery, and strengthen the services themselves. That means designing a **deployment strategy** that includes capacity building, training, improvement process, technology installation, modification of procedures. (The Design document (GTZ's Operational Plan) will provide further detail on implementation).

This **strategy** will in turn see improved outcomes in target areas (including health, education, housing) in poor communities. To this extent, the project can be characterized as supply-driven. Nevertheless, it is clear that poor communities in Paraguay have had, and must continue to play, a critical role in galvanizing municipalities and other local actors to improve social services. The project will therefore ensure that their continued efforts and participation are valued and encouraged, and their needs and feedback reflected in efforts to coordinate and improve service delivery.

The project will design strategies in two geographical areas – one urban and one rural, that will focus on improving coordination in the local delivery of public services. The implication in the project is that the increased coordination in the delivery of services should increase their effectiveness, coverage and impact as knowledge is transferred between actors.

Noting that the preponderance of female headed households in poor communities globally is reflected within Paraguay, the project will similarly include a focus on gender in its implementation. The project is building in safeguards against all kinds of discrimination, and to ensure equitable targeting of beneficiary communities (see below, at 3.4.1). The design document will provide a gender analysis for the proposed project, drawing on existing analytical work of Paraguay's Secretariat for Women, as well as project-specific analysis. The Design document will further analyse the situation of women in Paraguay, strategies, and how to ensure the role of leadership of women in the implementation and benefits of the program.

The design document will also further elaborate the relationship between each of the factors that constitute poverty in Paraguay so as to determine why the project has focused on health, children, education and housing. Also it will bring together existing public services and link them across sectors, as well as ensure learnings are fed back for policy amendment (eg ensuring all sectors use a single beneficiary register, and joint assessments).

The project builds directly on past development cooperation efforts, and is using lessons learnt (see Section 4, below) and tools from existing projects and programmes, such as the "Analysis of Paraguay's Housing Deficit," "Social Housing and Policy and Working with the Community" and the "Survey and Characterization of Settlements."

Worth noting is that there are existing twinning arrangements, as well as a network of contacts, between Chilean and Paraguayan institutions in this area. These existing contacts and arrangements are facilitating the entry of other partners (for example Australia).

The project will be organized into six components as seen in the Table below. The design document will set out these components in greater depth.

Stage	Components
I	Formulation of a cross-sector Management Strategy
II.	Capacity building of institutions on an integrated approach
III	Coordinated of interventions
IV.	National Housing and Habitat Plan
V	Management and Awareness Raising
VI	Administration

The Support for the development of the National Housing and Habitat Plan, has been specially requested by the Paraguayan government:

- The housing sector has no public policy design

- Since August 2010, CONAVI (Consejo Nacional para la Vivienda), has been replaced by a new institution with rank of Minister, called SENAVIDAT (National Secretary for Housing and Habitat) and defined a Fund which will provide resources for the housing sector.
- This has been identified as an opportunity to develop a coordinated national plan in an area that historically has seen duplicate or overlapping public interventions by the state of Paraguay.
- The project draws on experiences and lessons learned in previous triangular cooperation between Chile, Paraguay and Germany.
- It will be implemented in two pilot communities, using a coordinated design plan for implementing social services.

4.2 Objective

Support the implementation of a cross-sector strategy for social policies.

The project objective is to improve the delivery of services (for example in housing, health and education) to poor communities through a more coordinated and cross-sector approach that includes the collaboration of public and private stakeholders and community participation. In short, the project will strengthen the co-ordination in the delivery of public services in Paraguay.

Objective-level Indicators

- A co-ordinated cross-sector strategy agreed among the various public institutions is in place.
- One urban and one rural area is targeted for implementation of the interventions.
- Measurable and improved results in the co-ordination of this cross-sector approach
- Measurable and improved service delivery in two identified communities, including to vulnerable populations (particularly female headed households)
- A sustainable, replicable cross-sector management model is established
- A National Housing and Habitat Plan which incorporates learnings from the project and reflects improved coordination and service delivery model.

The sustainability of the project will be analyzed through the design process, and set out in the design document itself, to ensure that pilots can be reproduced elsewhere and increased in scale. The financial capacity of the Government of Paraguay to fund future work (partially or fully) is an important consideration in this analysis.

4.3 Expected impacts

A cross-sector coordination strategy designed for implementation of social policy and programs.

Impact Indicators

Improved coordination as a necessary condition for achieving goals:
Contribute to improving cross-sector management

Area	Impact:
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Housing and Habitat	Improvement in housing for poor families living in urban and rural areas, through increased home building, home improvements, more comprehensive access to basic services and regularization of land ownership.
Health	Improvements in access to basic health services for families and communities to cover 80% of the population registered with each family Health Unit (Unidad de Salud familiar, USF). Ensure linkages are in place with the National Public Health System to cover the remaining 20%. Contributions to reducing infant mortality, improving maternal health, and combating gender based violence.
Education	Facilitate children's access to education and protection to enable them to learn and develop, with a special emphasis on early childhood and street-children.

4.4 Specific themes and cross-cutting impacts

The project incorporates the specific themes of gender and disability. These are considered among the general principals in Paraguayan policy documents. Nevertheless, noting good practice findings telling us that these themes need targeted interventions to ensure progress, the project will take specific actions in to promote gender equality and disability. The project also addresses cross-cutting issues related to poverty eradication, the environment; disaster risk management; children and youth; the elderly; and indigenous peoples. A commitment to transparency is also key to the outcomes of the project

Cross-cutting project issues	Expected impacts
Environment	Promote community responsibility for environmental protection and the appropriate use of the natural heritage and mitigate disaster risks.
Gender Equity	Undertake specific measures and programs to improve access for women and girls to critical social services, particularly in housing, health and education. Reducing all forms of gender- based violence will be an explicit part of these measures.
Older Adults	Establish conditions to allow the elderly access to housing and health services. Promote elderly participation to improve their quality of life and full inclusion in society.
Persons with disabilities	Undertake specific measures to promote inclusive spaces (housing and health centers, for example) and services for people with a disability. Facilitate integration of people with a disability across the project(In reference of Paraguay subscription of the International convention on Disability).
Food Security	Promote the establishment of family agriculture that improves self-sufficiency and encourages revenue-generating activities. Ensure that women beneficiaries are involved in planning and evaluating these initiatives.
Transparency	Ensure access to basic services is merit-based, non-discriminatory and transparent. Public resources must be spent in a transparent and efficient manner. Ensure that participatory monitoring systems are in place and well-publicized (see next).

Children	Facilitate children's access to health, education, and protection to enable them to learn and develop, with a special emphasis on early childhood.
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The design project will clarify on what comprises a cross cutting issue and its relation with target population. That means how will be discuss the needs of indigenous people if they are resident in geographical areas where the project will be implemented

4.4.1 Precautionary measures to ensure the project's transparency

In Paraguay, corruption is a continuing challenge for the efficient delivery of services to poor communities. The Government of Paraguay supports the installation of a "social change", promoting actions to ensure honest public administration. The Social Policy incorporates within its programmes, projects and actions the principles and values of transparency, efficiency and effectiveness, to ensure that the resources allocated for these initiatives provide highly positive social returns for the entire population. To accomplish this, the project will use the following instruments:

1. Integrated Information System: Comprehensive database of Programmes, Projects and Actions
2. Single Beneficiary Register (Registro Único de Beneficiarios)
3. Map of coordinated Public Services offered in territories
4. Annual Common Operating Plan (Territorial Coordination of Investment)
5. Monitoring and Follow Up Reports, which will include fiscal reports on the use of project funds
6. Systematization Tool for processes

The tools mentioned in items 3 and 6 are being developed by Paraguay's Social Cabinet and Civil Cabinet, respectively.

The design project will also include the detail proposal for enhancing social accountability, by enabling citizens and communities to monitor services and hold government to account. This should become a significant component of the programme.

4.5 LESSONS LEARNT

The project is based upon the combination of previous cooperation experiences :

- a) bilateral cooperation between Chile and Paraguay in Social Development, which was a transfer of the Chilean Model of Social Protection
- b) trilateral between Chile and Germany in Paraguay working on community empowerment in social programs; the system of calculating housing deficit for Paraguay and the characterization and identification of slums in urban Paraguayan areas.

The success of these experiences have showed that supporting the changes the Paraguayan government intends to make, is possible:

- changes in the policies design of the scope of the Proposal Paraguay for Everyone, have been achieved.
- the work involving the MERCOSUR housing program agreement has successfully started
- the situation in the housing sector has been improved, to the point that it now holds ministerial status and its own fund.

The design document (Operational Plan) will set out in greater detail the products and results of the previous trilateral and other cooperation on which the project is built.

5.- FACTORS SUGGESTING SUCCESS. These basic factors are present today, and must be empowered and strengthened by the program.

Sphere	Factors
Political	<ul style="list-style-type: none"> Through the “Paraguay for Everyone” public policy proposal, the Government of Paraguay has established a clear line of intervention in social issues. Through the 11 Programs, the Government of Paraguay has defined its commitment up to 2013, which is aimed at putting in place coordinated, comprehensive social policies with a rights focus. The Government of Paraguay is demonstrating the political will to develop a strategy to improve coordination in a cross-sector and inclusive approach.
Institutional	<ul style="list-style-type: none"> The Social Cabinet of the Presidency of the Republic is a technical-political entity that operates under the Office of the President of Paraguay to define, put in place, monitor and assess the Government’s social policies through its Technical Unit (UTGS). The institutions that participate in the project are technically competent to implement a coordination strategy with a cross-sector approach.
Project-related	<ul style="list-style-type: none"> High level of community engagement to facilitate participation and appropriation of project. Specific lines of intervention are established: housing, health and children.
Related to Cooperation	<ul style="list-style-type: none"> The Australian Agency for International Development (AusAID) has demonstrated significant commitment to the project, its quality processes are progressing. Chile-Paraguay-Germany Cooperation Experience, already implemented. Lessons learnt from successful Chilean experience under development in “Active Region” territories are already being incorporated. International cooperation agencies have developed a positive view of the Paraguayan Government’s ownership and commitment to drive the project.

6.- RISK ANALYSIS

The design document will examine in greater detail the size and range of risks for the project (in particular to identify the limits of greater coordination of services in poor Paraguayan communities), and measures to address them.

Among those, the following key risks have emerged (including from independent AusAID appraisal):

Risks within the scope of the project objective and impacts

1. The institutions of Paraguay’s Executive Branch are in the initial stages of inter-agency coordination and are developing ways to work in poor communities in an integrated manner: difficulties in coordination and leadership are evident.
2. Institutions lack the technical resources required for proper management.
3. Inadequate coordination between central and local governments.

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4. Lack of buy-in to agreed criteria among sectors for selecting pilot communities, risk of favouritism and politicisation.
 5. Timeframes are extended by excessive bureaucracy affecting project deadlines.
 6. Lack of understanding of new coordinated cross-sector models. Low level of collaboration by local governments¹
 7. The ambitions are too great. The projects are too complicated. The model is unsustainable.
 8. Scale up depends on continuing Paraguayan commitment, politically and financially, to the project. There are no guarantees of this: while the current government has clear social and development objectives, and its bureaucrats are dedicated to, and "own" the project, political instability remains chronic in Paraguay.
 9. Australia's political relationship with Paraguay in relationship to the project is not clearly established, risking AusAID's legitimacy in the project.

Description of measures to minimize risks

1. The Project will design a cross-sector strategy aimed at improving coordination. Leadership difficulties are being mitigated by strong upward management by committed Paraguayan public servants.
2. The project includes a building capacity component to ensure there are sufficient skills to bring service delivery actors together (The design document will present a brief analysis of institutional capacity).
3. Coordination between central and local governments is an inherent part of the project
4. Ensure wide consultation with service delivery actors, including civil society and communities themselves. A process to agree criteria to choose pilot communities is already being developed between agencies. A Common Annual Operating Plan to be maintained under "Precautions taken to ensure transparency of the project".
5. Timeframes agreed by bureaucracies to executive level to help ensure compliance.
6. Ensure high level of local government involvement and ownership, eg through a formal signed agreement between levels of government authority. Establish Public Service networks for lessons learnt, extending to local government.
7. The project proposes a pilot phase to address local realities. This approach is cautious and allows improvements and simplification to ensure sustainability and scalability. The project will also be monitored and evaluated along with a mid-term review to ascertain lessons learnt and where necessary change or narrow the focus and ambitions of the project.
8. Continued buy-in and engagement of senior Paraguayan bureaucrats to reduce impact of any political instability.
9. Australia and Paraguay sign a development Cooperation MOU.

7.- PRODUCTS AND EXPECTED RESULTS

Improving the delivery of public services and supporting the access of poor men and women, boys and girls is the main target of the program.

The design document will present the best strategy for improving coordination within a particular geographic area and also to design and implement a national multi-sectoral coordination.

The combination of key factors (lessons learned from the pilot in two regions; reflection; training, and development of institutional and community capacity), should allow a model of better service delivery at the national and local level that could be replicated through the country.

For the moment, the products and expected results, that will be set out in detail in the design document are :

7.1.- PRODUCTS AND EXPECTED RESULTS

Components	Products	Expected Results
Formulation of the coordination strategy with a multisectoral approach	technical debate at the conceptual level and summaries	<ul style="list-style-type: none"> Publications summarizing processes and results are communicated and incorporated into capacity building for coordinated intervention in territories.
	Development of a coordination strategy	<ul style="list-style-type: none"> Technical discussions and agreed policy objectives with a shared language in regard to multi-sectoral work in poor communities. Main elements of joint strategy among different public institutions.
	Constitution of a UTGS as a Community of Learning	<ul style="list-style-type: none"> Preparation of reports and publications systematizing the processes. Preparation of guides and manuals and work models
II. Capacity building for integrated intervention in territories	Education and training of communities of learning and practice	<ul style="list-style-type: none"> Coordination and implementation of the Community of practice composed of 35 individuals from different institutions to facilitate the Strategy's operation. Identification of individual and collective sectoral systems and processes.
		<ul style="list-style-type: none"> Development of 2 Training Modules with 20 individuals certified in facilitating group work and training in project management (Capacity Works) Strengthening and establishment of institutional capacities through communities of practice, through 8 Training Modules of 40 hours each for 35 individuals in 18 months. 35 individuals certified with a diploma in <i>Territorial Coordination and Social Policy Management (Formation of communities of learning)</i>
		<ul style="list-style-type: none"> 60 individuals trained and certified as cooperative, community facilitators
III. Coordinated territorial intervention	Improvement and/or installation of operating systems and processes	<ul style="list-style-type: none"> Installation of operating systems and processes that facilitate and improve institutional management and coordination in the territory
	Definition of strategies of intervention	<ul style="list-style-type: none"> Interventions coordinated in 2 territories in accordance with the Plan. Support and training of residents of the selected territories

	Implementation of strategies of intervention	<ul style="list-style-type: none"> Housing and community infrastructure built or improved (includes, but is not limited to: Community center, primary health unit, preschool education equipment, daycare, new housing construction, etc) Integrated interventions in two pilot territories selected, one urban and one rural, implemented in accordance with the social territorial management model designed and defined.
IV. National Housing and Habitat Plan	National Housing and Habitat Plan	<ul style="list-style-type: none"> National Housing and Habitat Plan proposed as part of the process to design public policies and national plans for territorial development.
V. Management and Awareness-raising		<ul style="list-style-type: none"> Communication strategy and plan in place, fostering appropriation of the project at the community level.
VI. Administration		<ul style="list-style-type: none"> Administrative and Monitoring systems are clear and based on international best practice (using a participatory approach, in particular, and as per GTZ guidelines). A <i>minimum</i> of 5% of budget is expended in Monitoring and Evaluation).

7.2 ACTIVITIES TO ACHIEVE EXPECTED RESULTS

Components	Activities
I. Formulation of the coordination strategy with a multisectoral approach	<ul style="list-style-type: none"> Political and technical seminars and workshops to build consensus and agree on concepts, at the central and subnational levels (territorial and municipal governments) Workshops with community members for operational, political and technical aspects. Publication of the Strategy's central points Institutional strengthening to improve processes Systematization of processes and knowledge management
II. Capacity building for integrated intervention in territories	<ul style="list-style-type: none"> Creation of communities of learning and practice (UTGS + implementing units) Development of a strategy to train trainers through workshop-based training modules, specialized courses and/or diploma programs Design and creation of Educational Modules Educational and practical workshops for coordinated management in territories Integrated Information System Map of coordinated public services offered in territories Platform for coordinated territorial investment (Common Annual Operating Plan) Development and integration of a permanent Monitoring and Follow Up System

III. Coordinated territorial intervention	<ul style="list-style-type: none"> • Design of the Strategy, includes analysis, home survey, opinion polls, establishment of the baseline, inventory, Intervention Plan, and other aspects. • Building of community equipment • Support for the implementation of the Intervention Plan
IV. National Housing and Habitat Plan	<ul style="list-style-type: none"> • Prepare the Proposed National Housing and Habitat Plan • Workshops to review sectoral policies and define main elements of the strategy • Revision of the current legislative and regulatory framework • Main elements of Territorial Planning • Main elements of Risk and Disaster Management
V. Management and Awareness-raising	<ul style="list-style-type: none"> • Design of a Communication Strategy and Plan for Project Management and Implementation • Implementation of programmed activities • Design of supporting materials (print, audiovisual and other formats)
VI. Administration	<ul style="list-style-type: none"> • Quadrilateral partners (Paraguay, Chile, Germany, Australia) establish a steering committee – meeting bi-annually - to oversee administration (in particular monitoring and evaluation) of the project

The design document will also set out in depth not only in the discussion of improving coordination between services, but also how issues of improving service quality will be addressed.

8.- PROJECT MONITORING AND EVALUATION SYSTEM

The project will ensure a continuous review of pilot communities to identify strengths and challenges, to enable further lessons to be learnt and incorporated through implementation, and ultimately to ensure an effective and efficient co-ordinated service delivery.

The project therefore envisions the development and integration of an ongoing results-based monitoring and follow-up system to measure advances towards achieving the objectives. It will also include fiscal reports on the use of project funds. While experiences will be monitored through two Pilot projects, the monitoring system will cover all stages of the Project cycle that will later be incorporated into the Model Intervention Strategy. In this stage, monitoring will enable adjustments to be made during implementation through a permanent feedback loop; this will also serve to manage knowledge generated and lessons learnt.

AusAID relies on the monitoring and evaluation methodology of GTZ, which is results-based and participative. This will take into account, among other things:

- The Project Design and Implementation Plan
- Management Model designed collectively with participating institutions and UTGS
- Needs, expectations and participation of beneficiaries (in each territory an opinion poll will be conducted before initiation of activities, measuring the degree of satisfaction of the beneficiary population in regard to cross-cutting issues that the project will incorporate into its areas of intervention).
- Institutional and fiscal strengthening for monitoring and evaluation of the Project.

- Existing M & E tools of participating countries (Paraguay, Chile, Germany, Australia) but delegating largely to GTZ's M & E processes. In the case of Paraguay specifically, there are tools for Monitoring and Evaluation for different management levels that will be incorporated (at the level of processes, results and impacts) into the project's monitoring and evaluation system.
- Disaggregated data to capture gender, youth, children, elderly, people with disability, indigenous populations
- M & E of specific interventions for gender equality and disability

9.- MANAGEMENT STRUCTURES AND ROLES OF INSTITUTIONS

The design document will provide information on management structures:

- The roles of each ministry or sector, local government, and the community stakeholders in selected territories.
- The structure of project operation
- Work systems

10. - COSTS AND FINANCING

The attached cost structure may be altered in the design document to the extent that will deepen the analysis on the best strategy to achieve results. The proposed structure for the moment sets out six components outlined before.

Activities	Cooperation costs AUD	Paraguay Costs AUD	Total cost AUD
I.- Formulation of the coordination strategy with a multisectorial approach	220,000	119,800	339,800
II.- Capacity Building for Integrated Intervention in Territories	670,440	0	670,400
III.- Coordinated Territorial Intervention	555,000	3,112,254	3,667,254
IV.- Nation Housing and Habitat Plan	199,800	14,652	214,452
V.- Management and Awareness-raising	199,800	39,960	239,760
VI.- Administration, Monitoring and Evaluation	369,408	53,280	422,688
Total costs	2,214,448	3,339,946	5,554,354
	40 %	60 %	100 %

For reference the exchange rate used is 1USD = 1,11 AUD