REGIONAL BUREAU FOR LATIN AMERICA AND THE CARIBBEAN

CALL FOR PROPOSALS 2022

Maximizing Development Impact:

Towards a More Agile and Responsive UNDP

UNDP's Strategic Plan 2022-2025

As per its Strategic Plan 2022-2025, UNDP is investing in enabling capacities and approaches that can scale up development impact. Within these capacities, the Plan stresses **becoming a more agile and anticipatory UNDP** and highlights six key areas for investment – people, knowledge, risk management, funding, operational excellence, and impact measurement – to build the agile, anticipatory organization its partners expect.

- Investments in **People** are about building the skills and competencies to respond to the development challenges of the future. This includes targeted learning and strengthening our skills in portfolio and risk management, strategic foresight, systems thinking, finance, digital literacy, and data management, as well as "frontier" skills such as artificial intelligence.
- Leveraging **Knowledge**, through new data strategy, aims at increasing our ability to collect, manage, analyse, and deploy data and knowledge more purposefully.
- Embedding **Risk management** is focused on strengthening oversight and accountability.
- Increasing **Funding** is about responding effectively to evolving country priorities.
- Achieving **Operational excellence** is about reviewing processes, procedures, and instruments to become more agile, transparent, and accountable, to efficiently support new ways of doing business, and to meet the expectations of partners.
- Strengthening **Impact measurement** is about developing systems of monitoring, evaluation, and results in measurement better suited to these new ways of working, that value learning as results, and can track transformative change and its enablers, like changing social norms, over longer timespans.

This call for proposals is a mechanism through which RBLAC wants to invest in equipping Country Offices so that they can collectively achieve the Strategic Plan 2022-2025 for the remaining implementation period.

Proposals for a More Agile and Responsive UNDP

In this context, UNDP in LAC is deploying efforts to contribute to these investment areas, for the next three years (2023-2025), through proposals that build around the abovementioned six key areas toward a more agile and responsive UNDP.

Please fill out the Proposal template below and return it by **Wednesday 30 November 2022.**

Proposal Template

Project Title:	**Anticipatory and Strategic Innovation to Face Complex Challenges and transform State Capacities**
The Why:	In no more than 200 describe the problem this project will address and how it relates to becoming more agile and anticipatory. Please be very specific about the problem. Road to development has multiple challenges that go beyond income, beyond averages and beyond today, reflecting an interdependence from the local to the global level. Despite Uruguay has made progress in this regard, current institutional architectures still fail to address public demands, prevailing sectoral approaches, resulting in inefficient communication, a lack of agility to respond to emerging needs, and a sub-optimization of the impact of public policies. Through concrete experiences, the Country Office together with stakeholders at the national and sub-national level, has proven that complex development challenges require a new generation of institutional endowments. Adaptative and anticipatory governance models tend to promote new forms of relationship with citizens. Integrating them into systemic approaches allows the development of portfolios of interconnected responses with listening channels in real-time and flexible spaces to experiment. As a Net Contributor Country facing the critical challenges, Uruguay relies on its own resources and a reduced amount of multilateral, bilateral and vertical cooperation to activate innovative approaches that might have a positive impact on the abovementioned challenges. This proposal aims to implement a systemic approach for strategic foresight and open innovation towards new forms of management that can improve effective governance for more impactful sustainable development public policies. The scalability of this initiative starts at the national and local level in Uruguay and has the potential to cross borders and provide other

	countries with policy based evidence to improve its capacities and deliver effective actions to pursue their development objectives.
The What:	This is the project pitch. What will that project do to address the problem described above? Please use no more than 200 words. The Project proposes specific solutions to Uruguay with global content and local value for other countries following similar pathways. The project will integrate a set of development tools in direct articulation with the Strategic Plan, the Regional Programme and the CPD. It will rely on the Governance, Environment, Energy and Gender signature solutions to propose structural transformations at the national level. The three enablers a) digitalization, b) strategic innovation and c) development finance will provide the direction of change. a) The project will support innovative strategies of anticipatory governance through the Futures Commission of the National Congress about sustainable development topics. Uruguay foresees a wide space for structural transformations towards a more adaptative and effective public policies. Digital sovereignty and the emerging technologies' opportunities and challenges will be at the core of the discussions. b) The CO has a wide experience in implementing innovative strategies (studio design, sense making, portfolio approach, deep demo). For the period 2023-2025 the CO expectslevel to generate organizational learning culture and structural transformations c) UNDP supported the emission of a sovereign bond linked to sustainability objectives as a leading case in the world. Sustainable finance has proven to be one area with most potential in an NCC country with limited resources from development cooperation. The objective for the next three years is to offer financial mechanisms, taxonomies, impact frameworks and transition strategies to more sustainable models for key sectors of the economy.

	d) Cutting edge knowledge management is a key component in order to ensure world class processes and results. The HDR will be the platform to promote dialogues and generate relevant inputs.
The How:	How will the project be achieved? What activities will be conducted? Please use no more than 200 words. The proposal is articulated in 4 priorities: **A) Futures, strategic innovation and new practices of anticipatory governance.** Through technical assistance to the Parliament's Futures Commission, a rigorous and systematic anticipation approach will be promoted to generate capacities that address ongoing processes of social, economic, environmental and political transformation. Uruguay will host the World Summit of Futures Commissions in October 2023, a milestone and opportunity for UNDP at a global and regional level. **B) Strategic innovation** The systematization and expansion of the deep demo approach will be implemented in order to "capture" learning, perceptions and collective constructions on the most relevant challenges in terms of local capacity gaps. The CO will: i. systematize pilots that can be escalated from local to national level to generate learning and structural transformations of public policies ; and ii. activate a new set of Deep Demo layers in relevant dimensions such as gender and care challenges. **C) Sustainable Finance** Within the framework of the public policy financing ecosystem, new development financing instruments will continue to be promoted. Through technical assistance to the Ministry of Finance and the Central Bank, the sustainable finance ecosystem will be supported to create an enabling framework to stimulate the public and private investments needed for the country´s transition to a resilient, low-carbon, green and inclusive development. **D) Knowledge management:**

	The series of Human Development Reports (IDH) will be resumed at the national level during the first quarter of 2024 around the concept of Development in Transition.
Expected results	In three years, what would success look like? Please use no more than 200 words. - Strategic innovation in public management is positioned as a priority issue on the political agenda - policymakers incorporate anticipatory governance tools into their decision-making process and into cross-party agreements -adaptive governance methodologies are incorporated in at least three local governments and three areas of national public policy -UNDP is positioned as a key partner to promote public-private partnership for environmental protection and sustainable development - Sustainable finance instruments and environmentally friendly practices catalyze systemic changes towards sustainable production in key sectors of the economy.. -The country leads the generation of sustainable finance instruments and its financing models are adopted by other countries -UNDP is positioned as a key development partner in harmonizing the sustainable use of natural resources within the most important sectors of the economy (e.g. agriculture, livestock and tourism). -UNDP is a key development partner in structural transformations processes -UNDP is perceived as a critical partner in the construction of a new generation of public policies -UNDP is positioned at a regional/global level as a benchmark in strategic innovation and a systemic approach to public policies - UNDP Uruguay and the country accelerated their sustainable finance partnership, positioning Uruguay as a gateway for sustainable finance into Latin America

	- The national Human Development Report recovers its space as an analytical reference on different development dimensions of the country.
How does this project fit in with your current portfolio?	Will this fund support an ongoing programme or actions prioritized in your 2023 IWP? Will it be a seed investment in a new area of work for the CO? This proposal is based on the fundamental pillars of cooperation in Uruguay for the next 3 years which had been defined as priorities in the Strategic Plan, in the Regional Programme and in the CPD. The work on anticipatory governance with the National Congress began a year ago and will reach its highest peak when the global meeting on Future Commissions is held in October 2023. This event adds to the Summit of the Futureconvened by the Secretary General. It is expected that during 2024 and 2025 the proposed work on future methodologies will be incorporated into the public debates and the legislative work. The CO has continuously implemented innovative initiatives proposed from the corporate level. To the Studio Design methodology in 2019, sense Making and portfolios in 2020 and 2021, Deep Demo is added in 2022. It is expected to bring experiences that allow scalability and new layers of initiatives and demonstrate the impact of new approaches. UNDP CO leads together with the IADB a strategy to strengthen the sustainable finance ecosystem in the country. Various successful instruments have been developed during 2022 and the expectation is that their use will be generalized in the public and private sectors in the short term. The elaboration of a new national HDR covers a constant demand for knowledge products on development issues that allow different stakeholders to make informed decisions, discuss key policy issues and visualize dimensions of development not considered until now.
CO 11888 Current Balance	USD 258.734,69

Proposed Budget	USD 240.000 (see Annex 1).

ANNEX 1 - Pluriannual Work Plan

2023-2025

Proposal: **Country: Uruguay**

PRIORITY	ACTIVITIES	BUDGET DESCRIPTION		YEARS		
		Account	**Description**	**2023**	**2024**	**2025**
1. Futures and new practices of anticipatory governance	1.1 Organization of World Summit of Futures Commissions	72100	Contractual Services-Companies	8.000	0	0
		75700	Training, Workshops and Conferences	5.000	0	0
		74500	Miscellaneous	2.000	0	
	1.2 Technical Assistance	71300	Local Consultants	15.000	15.000	15.000
	Total Priority 1			**30.000**	**15.000**	**15.000**
2.Strategic innovation	2.1 Systematization of pilots	72600	IP	15.000	0	0
		71300	Local Consultants	5.000	0	0
	2.2 Activation of a new set of Deep Demos	71300	Local Consultants	10.000	11.000	4.000
		71600	Travel	2.000	2.000	1.000

		72100	Contractual Services-Companies	10.000	0	0
	Total Priority 2			**42.000**	**13.000**	**5.000**
3. Sustainable Finance	3.1 Technical assistance to the Ministry of Finance	71200	International Consultants	10.000	0	0
		71300	Local Consultants	5.000	3.000	3.000
	3.2 Development of new financing instruments	71200	International Consultants	0	5.000	3.000
		71300	Local Consultants	0	4.000	3.000
	Total Priority 3			**15.000**	**12.000**	**9.000**
4. Knowledge management	4.1 Elaboration of national HDR	71300	Local Consultants	45.000	9.000	0
		71600	Travel	3.000	0	0
		74200	Audio Visual&Print Prod Costs	0	3.000	0
	Total Priority 4			**48.000**	**12.000**	**0**
	Subtotal Priorities			**135.000**	**52.000**	**29.000**
	GMS 8%			**10.800**	**4.160**	**2.320**
	DPC			**4.220**	**1.500**	**1.000**
	TOTAL USD 240.000			**150.020**	**57.660**	**32.320**

RV: [On behalf of the Deputy Regional Director, RBLAC] Uruguay - 30084 resources - Maximizing Development Impact: Towards a More Agile and Responsive UNDP

Gabriel Bottino <gabriel.bottino@undp.org>

Vie 26/05/2023 13:12

Para:Sofia Cancela <sofia.cancela@undp.org>

1 archivos adjuntos (272 KB)

Call for Programmatic Proposals funded form 11888: Towards a More Agile and Responsive UNDP;

De: Claudia Aguilar <claudia.aguilar@undp.org>
Enviado el: viernes, 19 de mayo de 2023 12:46
Para: Alfonso Fernandez <alfonso.fernandez@undp.org>
CC: Michelle Muschett <michelle.muschett@undp.org>; Linda Maguire <linda.maguire@undp.org>; Gabriel Bottino <gabriel.bottino@undp.org>; Diego Iglesia <diego.iglesia@undp.org>; Almudena Fernandez <almudena.fernandez@undp.org>; Vladimir Dominguez <vladimir.dominguez@undp.org>; RBLAC Compliance and Operations Team <rblac.finance.hq@undp.org>; RBLAC CST <rblac.cst@undp.org>
Asunto: [On behalf of the Deputy Regional Director, RBLAC] Uruguay - 30084 resources - Maximizing Development Impact: Towards a More Agile and Responsive UNDP

Message on behalf of Ms. Linda Maguire, Deputy Regional Director

Dear Alfonso,

I hope all is well.

Following the below exchange and the response to your call of proposals for investments funded from 11888 resources, titled “Maximizing Development Impact: Towards a More Agile and Responsive UNDP” (November 2022, attached), we have reviewed your request and concluded that the proposal is catalytic and has the potential to mobilize additional resources and/or scale up programmatic activities in line with UNDP’s 2022-2025 Strategic Plan.

In consideration of the resources made available to RBLAC per EG decision of 8 December 2022, I therefore confirm the authorization for the use of USD 150,000 under fund code 30084 to be applied to programmatic and development effectiveness initiatives at national level.

I also want to emphasize the importance to conceive of the use of these resources as “seed money” to ensure the investment facilitates the enhancement of the pipeline, the pre-financing of delivery enabling services, and the strengthening of the portfolio of your CO in the years to come.

Once your team will share the project details with your Country Specialist and the Compliance and Operation Team (rblac.finance.hq@undp.org), we will transfer the resources to the office’s account under fund code 30084.

Please be reminded that 8% GMS should be applied to the resources allocated to the project, as stated in POPP - Country Co-Financing Cost Sharing (Fund 11888) and Non-Earmarked Programme Cost Sharing (Fund 30083).

Thanks and best regards,
Linda

Linda Maguire
Deputy Regional Director
Bureau for Latin America & the Caribbean
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First funds proposal was articulated through four main pillars: (1) futures and new practices of anticipatory governance, so as to promote political transformation (2) strategic innovation, with focus on collective constructions and capturing learning, (3) sustainable finance, in order to align public and private investments to development goals and (4) knowledge management, while capturing the concept of development in transition.

Additional requested funds focus in other areas of relevance for the CO: (1) prioritizing the strengthening of management team and the role of supervisors in response to recent survey results, (2) gender mainstreaming, looking forward to contributing to gender-equal and sustainable economies, as well as care policies care policies, (3) data generation as an input for responsive and holistic public policies (4) and south-south cooperation.

Annual Work Plan
2023

Proposal: **Country: Uruguay**

PRIORITY	ACTIVITIES	BUDGET DESCRIPTION		
		Account	**Description**	**2023**
1. Strengthening of management team and the role of supervisors	1.1 Technical Assistance	71200	International Consultants	22.000
	Total Priority 1			**22.000**
2. Strengthening National Care Policies	2.1 Launch of National Care Forum (interagency)	71300	Local Consultants	9.000
	2.2 Elaboration of knowledge product	71300	Local Consultants	9.000
	Total Priority 2			**18.000**
3. CO with Gold Gender Seal award	2.1 Implementation of recommendations from Gender Seal Process	75700	Training, Workshops and Conferences	7.800
		71300	Local Consultants	6.000
		74500	Miscellaneous	1.200
	Total Priority 3			**15.000**
4. Digital transformation and strengthening of Cybersecurity in Uruguay	4.1 Supporting the training of specialized technicians	75700	Training, Workshops and Conferences	13.000
	(with a focus on women) in the use of the cyber attack simulator - CyberRange- in the country	74500	Miscellaneous	2.000
	Total Priority 4			**15.000**
5. Multidimensional Poverty Index (MPI) as an official measure of poverty	5.1 Feedback on the pilot measure report elaborated by the National Institute of Statistics (INE)	71200	International Consultants	5.000

	5.2 Advocacy workshops with political party representatives	71600	Tickets & Travel	10.000
	Total Priority 5			**15.000**
6. Towards a new wave of tax reforms with a gender perspective	6.1 Technical input on macroeconomics, public policy and gender	72600	IP	10.000
	6.2 Workshop on the contribution of public policies to gender equality from a macroeconomic perspective	75700	Training, Workshops and Conferences	5.000
	Total Priority 6			**15.000**
7. Widespread engagement to south-south cooperation	7.1 Systematization of best practices in south-south cooperation as an instrument for interaction with other countries, as well as country's departments.	71200	International Consultants	5.000
		71300	Local Consultants	5.000
	Total Priority 7			**10.000**
8. Bridging rural gender gaps and conserving grasslands through e-inclusion	8.1 Follow-up of the 3-step strategy: articulating with stakeholders, selection, survey, CoP, and evaluation	71300	Local Consultants	7.500
	8.2 Workshops	71600	Tickets & Travel	3.750
		72500	Supplies	3.750
				15.000
	Subtotal Priorities			**125.000**
	GMS 8%			**10.000**
	DPC			

	TOTAL	

FW: Uruguay | Funding request - 2022-2025 Strategic Plan

Diego Iglesia <diego.iglesia@undp.org>
Jue 24/08/2023 14:12
Para:Sofia Cancela <sofia.cancela@undp.org>

1 archivos adjuntos (52 KB)
11888 2023 V2.docx;

Te paso el mensaje de Linda

From: Linda Maguire <linda.maguire@undp.org>
Sent: Thursday, August 17, 2023 12:28 AM
To: Alfonso Fernandez <alfonso.fernandez@undp.org>
Cc: Michelle Muschett <michelle.muschett@undp.org>; Gabriel Bottino <gabriel.bottino@undp.org>; Diego Iglesia <diego.iglesia@undp.org>; Almudena Fernandez <almudena.fernandez@undp.org>; Marco de Luca <marco.deluca@undp.org>; Carlos Benitez <carlos.benitez@undp.org>; Paloma Morazo Perez <paloma.morazo.perez@undp.org>; Vladimir Dominguez <vladimir.dominguez@undp.org>; RBLAC Compliance and Operations Team <rblac.finance.hq@undp.org>
Subject: Uruguay | Funding request - 2022-2025 Strategic Plan

Dear Alfonso,

I hope all is well.

Following the below request for additional investments funded from 11888 resources, we have reviewed your request and concluded that the proposal is catalytic and has the potential to mobilize additional resources and/or scale up programmatic activities in line with UNDP's 2022-2025 Strategic Plan.

In consideration of the resources made available to RBLAC by the Administrator, I therefore confirm the authorization for the use of **US$131,400** to be applied to programmatic and development effectiveness initiatives at national level as per the Annual Work Plan attached.

I also want to emphasize the importance to conceive of the use of these resources as "seed money" to ensure the investment facilitates the enhancement of the pipeline, the pre-financing of delivery enabling services, and the strengthening of the portfolio of your CO in the years to come.

Once your team will share the project details with your Country Specialist and the Compliance and Operations Team (rblac.finance.hq@undp.org), the following transfers will be performed:

- **US$86,400** will be transferred to the office's account under fund code 30084. Please be reminded that 8% GMS should be applied to the resources allocated to the project, as stated in POPP - Country Co-Financing Cost Sharing (Fund 11888) and Non-Earmarked Programme Cost Sharing (Fund 30083).
- **US$45,000** will be transferred to the office's accounts under fund code 11340 (NCC Stock).

Thanks and best regards,

Linda

Linda Maguire
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From: Alfonso Fernandez <alfonso.fernandez@undp.org>
Sent: Thursday, July 27, 2023 10:16 AM
To: Linda Maguire <linda.maguire@undp.org>
Cc: Gonzalo Guerra <gonzalo.guerra@undp.org>; Sofia Cancela <sofia.cancela@undp.org>; Gabriel Bottino <gabriel.bottino@undp.org>; Paloma Morazo Perez <paloma.morazo.perez@undp.org>
Subject: Expanded proposal/ URUGUAY - Propuesta de inversión de oficina con fondos 11888

Estimada Linda,

Espero que todos estén muy bien.

Te comparto la propuesta de solicitud de fondos “expandida” para nuestra oficina. La misma esta ordenada por orden de priorización.

En ella encontraran entre otros temas los fondos para poder acompañar el ejercicio de fortalecimiento de ofician con la empresa KITE, con quienes hemos acordado el apoyo para este mes de agosto. Además, esperamos poder profundizar, entre otros temas en el trabajo que estamos liderando – junto con UNFPA – “Hacia el Foro Nacional del Cuidado”, que cuenta también con el apoyo de OIT, Banco Mundial y ONU Mujeres, proceso que lanzamos en el dia de ayer con actores de la sociedad civil, academia y gubernamentales.

Aprovecho para compartir que los fondos anteriormente asignados están siendo catalíticos en todo nuestro trabajo de futuros/ gobernanza anticipatoria, innovación, finanzas para el desarrollo y gestión del conocimiento.

Quedo atento a vuestros comentarios y/ o cualquier tipo de consulta, así como si fuera necesario profundizar en cualquiera de las propuestas.

Saludos,
Alfonso

De: Alfonso Fernandez
Enviado el: miércoles, 30 de noviembre de 2022 17:31
Para: Linda Maguire <linda.maguire@undp.org>
CC: Gabriel Bottino <gabriel.bottino@undp.org>; Almudena Fernandez <almudena.fernandez@undp.org>; Vladimir Dominguez <vladimir.dominguez@undp.org>; Paloma Morazo Perez <paloma.morazo.perez@undp.org>; Carlos Benitez <carlos.benitez@undp.org>
Asunto: URUGUAY - Propuesta de inversión de oficina con fondos 11888

Estimada Linda,

En adjunto comparto nuestra propuesta de inversión de oficina para los fondos del 11888; como veras está totalmente alineada a la visión y los temas que conversamos ayer en nuestra reunión.

“Anticipatory and Strategic Innovation to Face Complex Challenges and transform State Capacities”

Quedamos atentos a cualquier comentario y/ o pregunta y esperamos poder ser receptores de estos fondos que consideramos no solo van a beneficiar al PNUD Uruguay sino permitir contribuir desde aquí a la oferta corporativa regional y global.

Saludos,
Alfonso