



MODIFICATION OF ASSISTANCE			Page 1 of 21												
1. MODIFICATION NUMBER <b>01</b>	2. EFFECTIVE DATE OF MODIFICATION See Block 15	3. AWARD NUMBER: AID-523-IO-16-00001	4. EFFECTIVE DATE OF AWARD: September 28, 2016												
5. GRANTEE: United Nations Development Program (UNDP) Montes Urales 440 Lomas de Chapultepec Ciudad de México, C.P. 11000  DUNS NO.: 887714788 TIN NO.: _____ LOC NO.: _____		6. ADMINISTERED BY: USAID Mexico Office of Acquisition and Assistance (OAA) Paseo de la Reforma 305, Col. Cuauhtémoc Mexico City, Mexico 06500													
7. FISCAL DATA: Amount Obligated: 0.00  Budget Fiscal Year: Operating Unit:  Strategic Objective: Team/Division: Office of Integrity and Transparency (OIT) Benefiting Geo Area: Object Class:		8. TECHNICAL OFFICE: Office of Integrity and Transparency  9. PAYMENT OFFICE: USAID/El Salvador Office of the Controller Blvd. y Urb. Sta. Elena, Antiguo Cuscatlan La Libertad, El Salvador.													
10. FUNDING SUMMARY: <table style="width: 100%; border-collapse: collapse;"> <thead> <tr> <th style="width: 50%;"></th> <th style="width: 25%; text-align: center; border-bottom: 1px solid black;">Obligated Amount</th> <th style="width: 25%; text-align: center; border-bottom: 1px solid black;">Total Est. Amt.</th> </tr> </thead> <tbody> <tr> <td>Amount Prior to this Modification:</td> <td style="text-align: right;">\$2,798,779.00</td> <td style="text-align: right;">\$2,800,000.00</td> </tr> <tr> <td>Change Made by this Modification:</td> <td style="text-align: right;">\$00.00</td> <td style="text-align: right;">\$00.00</td> </tr> <tr> <td>New/Current Total:</td> <td style="text-align: right;">\$2,798,779.00</td> <td style="text-align: right;">\$2,800,000.00</td> </tr> </tbody> </table>					Obligated Amount	Total Est. Amt.	Amount Prior to this Modification:	\$2,798,779.00	\$2,800,000.00	Change Made by this Modification:	\$00.00	\$00.00	New/Current Total:	\$2,798,779.00	\$2,800,000.00
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11. DESCRIPTION OF MODIFICATION:  The above numbered Grant modification is to: <ol style="list-style-type: none"> <li>1. Delete duplicated Special Provision A.11 Resolution of Conflicts under Attachment A – The Schedule.</li> <li>2. Delete and replace in its entirety Section A.9. Sub-awards to specify the prior approval of sub-awardees in Attachment A – The Schedule. <u>See continuation to this form.</u></li> <li>3. Delete and replace in its entirety Attachment B – Program Description. Specifically, to add component II - See continuation to this form.</li> </ol>															
12. THIS MODIFICATION IS ENTERED INTO PURSUANT TO THE AUTHORITY OF FAA of 1961 AS AMENDED. EXCEPT AS SPECIFICALLY HEREIN AMENDED, ALL TERMS AND CONDITIONS OF THE GRANT REFERENCED IN BLOCK #3 ABOVE, AS IT MAY HAVE HERETOFORE BEEN AMENDED, REMAIN UNCHANGED AND IN FULL FORCE AND EFFECT.															
13. GRANTEE: <input type="checkbox"/> IS <input checked="" type="checkbox"/> IS NOT REQUIRED TO SIGN THIS DOCUMENT TO RECONFIRM ITS AGREEMENT WITH THE CHANGES EFFECTED HEREIN															
14. GRANTEE:  BY:  Antonio Molpeceres (Name Typed or Printed)  TITLE: Resident Coordinator, Resident Representative, UNDP  DATE: _____		15. THE UNITED STATES OF AMERICA U.S. AGENCY FOR INTERNATIONAL DEVELOPMENT  BY:  G. MICHAEL JUNGE (Name Typed or Printed)  TITLE: AGREEMENT OFFICER  DATE: 10-28-16													

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**11. DESCRIPTION OF MODIFICATION (CONTINUED)**

1. Attachment A – The Schedule: Delete and replace in its entirety Section A.9. Sub-awards to specify the prior approval of sub-awardees.

“A. 9. The Recipient can consider utilizing sub-awards to commission research, analysis and policy dialogue with institutions that have expertise in citizen security issues. These institutions may include civil society organizations (i.e., local NGOs, academic institutions), other UN agencies, and international institutions that can provide long-lasting technical support to the advancement of the project’s objectives. The grantee may utilize sub awards as a mechanism to build local civil society capacity. The use of sub awards should be seen as one tool to achieve the results of the program, and applicants should propose their use as such. USAID must approve the actual selection of sub recipients.

UNDP will ensure following its own financial, procurement and evaluation policies and procedures that the applicants have the capacity to perform adequately. UNDP must also ensure that any sub-awards that meet the audit thresholds (\$750,000 for U. S. organization, and \$300,000 for a non-U. S. organization) have budgeted and completed an annual audit.

The Agreement Officer’s approval has been provided for the following sub-awards prior to award:

Sub-awardee Names:

GESOC, Agencia para el Desarrollo, A. C.  
Gobierno Facil  
ProSociedad hacer bien el bien, A.C.

The recipient must request Agreement Officer’s approval and submit the information required by the aforementioned provision for any sub-awardees not listed here.”

2. Delete and replace in its entirety Attachment B – Program Description. Specifically, to add component II as follows:

**“Attachment B – PROGRAM DESCRIPTION**

**COMPONENT I**

**Activity Title: Supporting Mexico’s Achievement of United Nations Sustainable  
Development Goals through Open Government and Citizen Participation**

**B.1 BACKGROUND**

Over the past five years, the Open Government Partnership (OGP) has promoted the development of more accountable, responsive, and effective public institutions among their 69

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member-states – particularly at the national level – through the implementation of actions and commitments that seek to foster transparency, empower and engage citizens, fight corruption, and harness new technologies to strengthen governance. This project strives to create a community of transformative practitioners capable of promoting open government principles and tools.

During the 70th United Nations General Assembly that took place in September 2015, the OGP Steering Committee – chaired by the Mexican government at the time – endorsed a Joint Declaration for the Implementation of the 2030 Agenda for Sustainable Development that strives for the implementation of Open Government practices to support achievement of United Nations Sustainable Development Goal 16: Promote peaceful and inclusive societies for sustainable development, provide access to justice for all, and build effective, accountable, and inclusive institutions at all levels.

As a founding member of this initiative<sup>1</sup>, the Government of Mexico (GOM) authorities and civil society organizations (CSOs) have contributed to the development of an open government agenda and sustainable development practices. The GOM and CSOs created the Tripartite Technical Secretariat, a high-level space for dialogue and decision-making for the GOM (*Secretaría de la Función Pública* and *Presidencia de la República*); the National Institute for Transparency, Access to Information, and Personal Data Protection (INAI, an autonomous entity); and a group of eight CSOs. As a result, Mexican CSOs and authorities have designed and implemented two transparency-related National Action Plans.

Currently, the third planning cycle is in progress. However, Mexico's open government agenda in support of OGP commitments has not fully permeated the subnational level, where interactions between the government and civil society are closer, more fluid, and more prone to impact citizens' quality of life directly, but also more attached to corporatist and clientelistic legacies. In this regard, this project builds on the assumption that supporting current initiatives that seek to modify the traditional linkages between social actors and authorities at the local level through the implementation and institutionalization of open government practices (transparency, citizen engagement, accountability, and innovation) may be a sensible investment to strengthen local democratic institutions and to advance sustainable development goals in Mexico.

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<sup>1</sup> See more information about Mexico's plans and commitments under OGP:  
<http://www.opengovpartnership.org/country/mexico>

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INAI launched the *Open Government: Local Co-creation* initiative in 2015, which supports the development of open government exercises at the subnational level directed at the establishment of Local Technical Secretariats and the implementation of transparency Local Action Plans. One issue that has been detected in the operation of these Local Technical Secretariats is that most of their members lack the needed capabilities to advance effective solutions from a development perspective. This project builds on similar efforts around the world to solve this capacity problem in an innovative manner – namely, by building capacity of local Technical Secretariats representatives through fellowships and assistance developing Local Action Plans. In the end, these two efforts will help advance Mexico's OGP agenda by ensuring that citizens in participating states are aware of their rights under the country's new transparency system and exercise those rights effectively.

In sum, the main objectives of this project are to improve the responsiveness of public institutions and citizen participation in local government through sustainable open government mechanisms that promote transparency through dialogue and policy co-creation<sup>2</sup>.

## **B.2 STATEMENT OF PURPOSE**

The project's overall objective is to establish sustainable government-civil society dialogue and co-creation spaces and counter corruption at the subnational level. Specifically, this objective will be achieved through: a) the implementation of open government principles and practices that strengthen CSO participation and b) the creation and strengthening of social platforms (institutional and digital) that will promote civic engagement through open government and a place-based approach. This approach promotes dialogue among various stakeholders – considered to be leaders of the dialogue process – using tools and methodologies in order to respond to the context and needs of a particular territory. This objective will directly support INAI's subnational open government initiative.

During a three-year implementation period, this project will also contribute to the accomplishment of the GOM's anti-corruption agenda by designing and implementing innovative social and digital technologies at the subnational level guided by: 1) training and empowering open government transformative agents; and 2) consolidating sustainable spaces for civic-government dialogue and policy co-creation. The dialogue and policy co-creation forums, in turn, will help increase transparency and counter corruption, and facilitate the development of innovative solutions to help Mexico meet U.N. Sustainable Development Goal 16.

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<sup>2</sup> By June 2016, 23 states have joined this initiative: Durango, Morelos, Oaxaca, Jalisco, Veracruz, Tlaxcala, Coahuila, Baja California, Zacatecas, San Luis Potosí, Chiapas, Hidalgo, Tabasco, Sonora, Chihuahua, Ciudad de México, Estado de México, Querétaro, Sinaloa, Guerrero, Nuevo León, Michoacán, and Campeche.



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**B.3 ACTIVITY DESCRIPTION**

*Product #1. Capacity-building program for Open Government transformative agents (fellowship)*

Activity 1.1. Capacity building program.

An eight-month capacity building program will be developed, incorporating online and in-person sessions, with permanent tutoring by a specialist in open government, UN Sustainable Development Goals, and related place-based approaches. The program content will be directed at the development of actual open government projects, grounded in co-creation with CSOs for local implementation.

In terms of the structure of the program, participants shall attend two in-person seminars with a duration of one week each. In these sessions, specialists and social leaders will provide insight on the core concepts and approaches of the program. The first seminar will focus on open government, UN Sustainable Development Goals, conflict resolution and consensus building, gender equality, legality, public ethics and integrity, and innovation, among other topics. The second seminar will focus on developing participants' capacities in project development, implementation, and evaluation, as well as skills and tools to effectively develop open government projects with a sustainable development perspective that incorporates leadership, communication, and stakeholder management. These sessions will be important spaces for networking among the participants to facilitate future open government project collaboration.

The remaining learning and networking activities will be held through an online platform. This platform will become a key learning tool, as it will make other contents available (pre-recorded sessions, readings, toolkits) and will function as a virtual learning community in which fellows will receive constant support and feedback from tutors and other fellows for the development of their open government final projects. At the end of the program, fellows are expected to present a complete open government project that could be implemented in their home states as part of INAI's co-creation strategy. A summarized version of the implementation plan for the eight-month capacity development program is presented on the next page.

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**Activity 1.2. Identification of transformative agents.** The Recipient will recruit fellows through an open and competitive process to which local social leaders (CSO members, scholars, and journalists) and key public officials will be invited to apply. The selection process will take into account the following criteria:

- a) Preference will be given to candidates from states that already participate in INAI's open government initiative. During the pilot exercise in 2017, applications will be received from Coahuila, Mexico City, Nuevo León, Oaxaca, and Zacatecas.
- b) Applicants must be at least 20 years old, and there will be preference given to candidates with academic publications or with in-field experience in the implementation of open government or sustainable development projects. Applicants who already participate in the local Open Government exercises promoted by INAI will be given preference.
- c) A selection board will be created and it will comprise representatives from the project governing board, including INAI, UNDP Mexico, GESOC, Gobierno Fácil, and ProSociedad Hacer Bien el Bien, A.C.
- d) Four fellows from each of the five initial states will be selected for the pilot exercise in 2017.
- e) The selection process will also follow strict gender and diversity criteria, in order to secure a fair representation of men/women, public servants/CSO members, underrepresented or indigenous communities, etcetera.

It is important to stress that fellows' participation in the capacity building program will not imply the establishment of a contractual relationship with UNDP Mexico, INAI, or with any of the subgrantees. Participants in the capacity building program will not receive a salary, although the project will absorb travel expenses, when necessary. Ultimately, through this voluntary and honorary capacity building program, the Recipient seeks to recruit already committed social and government actors at the local level with open government principles that may help in the institutionalization of INAI's open government initiative. Some of them may be already working in the Local Technical Secretariats. The creation of a "critical mass" of transformative and capable agents may

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increase the interest of other local actors in the development of open government initiatives at the local level in the medium term.

Activity 1.3. Execution of the capacity building program. During the three-year implementation period, the scope of the fellowship program will expand and incorporate participants from at least 15 states. For every group of fellows, the capacity building program will be the same as described above: two one-week in-person seminars, online sessions and tutoring, and the development of a final open government project with a sustainable development perspective.

*Product #2. Online platform for the continuous interaction, learning, and action coordination between transformative agents.*

Activity 2.1. Design, programming, and development of the online platform. An online platform combining the features of a social network, a learning interface, and a public evaluation scorecard of activities will be designed and developed in line with the preparation and execution of the pilot capacity building program. The main goal of this digital space is to enhance the communication and the interaction among participants that may foster the development of large scale joint open government projects<sup>3</sup>.

Activity 2.2. Launch of the online platform for the open government transformative agents. The learning features of the online platform will be available for the participants by the time the first capacity building program starts. The rest of the website features will be fully functional by the end of the first eight-month program.

Activity 2.3. Participatory identification of open government and sustainable development challenges through the online platform. Users of the online platform are expected to participate in the identification of national or regional challenges that could be addressed with the tools and methodologies taught in the capacity building program. In this sense, the online platform will function as a collaborative learning and networking space, and also as a tool for joint development and design of policies and/or programs that address local, regional, or national development challenges through the use of tools and methodologies tied to open government, sustainable development, and place-based approaches. UNDP Mexico, INAI, GESOC, Gobierno Fácil, ProSociedad Hacer Bien el Bien, A.C., and the project staff will assist this process.

*Product #3. Institutionalization of subnational dialogue and co-creation spaces (Local Transparency Secretariats)*

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<sup>3</sup> A couple of examples that show some of the expected features of the online platform are the websites of the *Red de Monitoreo y Evaluación de América Latina y el Caribe* (<http://redlacme.org>) and of *Red Viral Mexico* (<http://redviral.mx/inicio>).



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Activity 3.1. Integration and consolidation of the Local Transparency Secretariats. As part of the minimum prerequisites in INAI's project, participants in the subnational open government exercises must invite new social and governmental actors to the decision-making processes within the Local Transparency Secretariat. In this regard, the INAI will promote the formal integration of fellows to their respective subnational open government exercises.

*Product #4. Development of Open Government Local Action Plans*

Activity 4.1. Technical advice and support in the design and implementation of open government Local Action Plans. The applicants and the project staff will provide support and advice to the members of the Local Transparency Secretariats during the design and implementation of their Local Action Plans. This activity seeks to achieve the development of Local Actions Plans that include specific, measurable, achievable, relevant, and time-bound commitments that address sustainable development and corruption issues. Specifically, the project will carry out activities on specific methodologies such as multi-actor dialogue, citizen assessment of government results, among others that may facilitate the transformation of Open Government principles in concrete practices and commitments.

Activity 4.2. Development of a local performance model of evaluation of open government and sustainable development. A key activity of the project will be the development a self-evaluation model (for the three years of implementation of the project) of local performance for the implementation of open government Local Action Plans with a sustainable development approach. In line with current national and global debates on the measurement and evaluation of the UN Sustainable Development Goals, this project seeks to offer an evaluation methodology of the impact that open government practices implemented through the project may have on the achievement of UN Sustainable Development Goals. GESOC will be responsible for the development of this evaluation model, based on international best practices<sup>4</sup>.

#### **B.4 STRATEGIC ALLIANCES/PARTNERSHIPS**

Mexico's INAI is a strategic partner that helped design and will help oversee this project's implementation, as the activities directly support INAI goals and objectives. In particular, INAI's *Open Government: Local Co-creation* project has contributed to the construction and strengthening of a subnational community of practice made up of approximately 300 CSOs, 65

<sup>4</sup> Tentatively, this evaluation model may consider:

- a) The design of value-chain indicators and measurements of the project.
- b) The design of a monitoring and assessment plans of the intervention that it may include indicators, estimation procedures, information sources, periods of time, and responsible persons for the completion of each indicator.



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officials from the executive, legislative, and judicial branches, and 23 access-to-information institutions. Thus, the INAI can provide a vast network of nearly 400 strategic actors that could be potential beneficiaries of the intended project activities. These actors would be not only beneficiaries of the project, but also potential replicators of the core elements proposed in the intervention.

Furthermore, the UNDP Mexico Country Office will leverage its vast global network and engage high-level specialists in transparency, multi-actor dialogue, gender and territorial based approaches, and sustainable development activities.

**B.5 EXPECTED RESULTS AND DELIVERABLES**

Based on the objectives, products, and work plan, the expected impacts, results, and deliverables of the project are presented on the next page:

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**Overall objective:** Generate relevant open government commitments with a sustainable development approach and mitigate the risk-factors associated with corruption practices at the local level.

**Impact indicators:**

1. Number of open government actions with a sustainable development perspective with verifiable positive impacts on local conditions in the targeted states.
2. Level of institutionalization of the Local Technical Secretariats (stability over the implementation period, rotation of participants, etc.).

**Specific Objective 2. Local Technical Secretariats institutionalized, generating relevant open government commitments with a sustainable development approach**

**Local open government projects monitored and assessed from sustainable development and anti-corruption approaches**

E.g., local performance evaluation model implemented, evaluations completed

**Local Action Plans generated with sustainable development and anti-corruption approaches**

E.g., percentage of Local Action Plans that contain relevant and cross-cutting commitments oriented to the project's overall objective

**Strengthened Local Technical Secretariats**

E.g., Regional coverage of Local Technical Secretariats in Mexico, level of trust among the members of the Local technical Secretariats, percentage of open government transformative agents that participate in the Local Technical Secretariats, gaps in the integration of vulnerable groups in Local Technical Secretariats

**Specific objective 1. Open government transformative agents trained and empowered to contribute to the solution of sustainable development and corruption challenges**

**1.1. Open government transformative agents trained**

- Completion and knowledge test approval of the capacity-building program.
- Coverage and quality of the recruitment process.
- Gender gap.
- Strengthening of agency capacity.

**1.2. Open government transformative agents bonded and empowered**

- Number of participants in the online platform.
- Regional and gender distribution of users.
- Sustainable development challenges identified through the online platform.
- Creation of collaborative initiatives.

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**B.6 DRAFT MONITORING AND EVALUATION PLAN**

*Note: The below indicators are illustrative. The final Monitoring and Evaluation Plan will be finalized in collaboration with USAID within 60 days of the award start date.*

*Impact indicators*

- Number of open government commitments with sustainable development perspectives that are results oriented and have verifiable positive results on local conditions in the targeted states.
- Level of institutionalization<sup>5</sup> of the Local Technical Secretariats (stability over the implementation period, rotation of participants, etcetera).

Specific objective 1

*Output indicators*

- Number of subnational entities receiving USG assistance that improve their performance in national transparency indicators.
- Percentage of participants that successfully completed the capacity-building program.
- Percentage of participants that approved the knowledge test of the capacity-building program.
- Number of government officials receiving USG-supported anti-corruption training:
  - Female government officials who received USG-supported anti-corruption training.
  - Male government officials who received USG-supported anti-corruption training.
- Number of active users of the online platform in comparison to the participant fellows in the capacity-building program.
  - Female active users of the online platform in comparison to the participant fellows in the capacity-building program.
  - Male active users of the online platform in comparison to the participant fellows in the capacity-building program.
- Number of people from non-government organizations receiving USG-supported anti-corruption training.
  - Female subjects from non-government organizations receiving USG-supported anti-corruption training.
  - Male subjects from non-government organizations receiving USG-supported anti-corruption training.
- Number of civil society organizations receiving USG assistance engaged in advocacy interventions.

<sup>5</sup> It refers to the process of creation and continuing operation of the Local Technical Secretariats under the Open Government Partnership. Including stability of operations over the implementation period, rotation of participants, and continuous creations and follow up of Local Action Plans, aligned to the UN Sustainable Development Goals.



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- Learning contents for capacity-building program generated.
- Geographical distribution of the fellows and the users of online platform.
- Number of national or regional Sustainable Development challenges identified through the online platform and processed through the Local Action Plans.
- Percentage of users with a positive perception of the online platform (men/female).
- Percentage of participants that successfully created and executed collaborative initiatives through the capacity-building program (men/female).
- Percentage of participants of the capacity-building program that successfully created and executed commitments through Local Action Plans (men/female).

Specific objective 2

*Output indicators*

- Percentage of final open government projects that were successfully integrated into Local Action Plans.
- Number of mechanisms for external oversight of public resources implemented as a result of USAID assistance.
- Number of subnational entities receiving USG assistance to improve their performance and strengthen transparency.
- Percentage of Local Action Plans that contain specific, measurable, assignable, realistic, and time-related commitments directed at addressing sustainable development and corruption challenges.
- Gaps of integration of vulnerable groups<sup>6</sup> within Local Technical Secretariats.

*Process indicators*

- Percentage of open government transformative agents integrated to the Local Technical Secretariats.
- Percentage of Local Technical Secretariats sensitized on multi-actor dialogue and other conflict resolution methodologies.
- Implementation of the local performance evaluation model.
- Number of concluded performance evaluations.

## **B.7 SUSTAINABILITY**

INAI will provide expertise on transparency and open government, as well as the network of contacts developed under its *Open Government: Local Co-creation* project. INAI salaries and expenses will be self-funded. INAI will assume ownership and the responsibility to continue the

<sup>6</sup> According to the 2014 United Nation's Human Development Report, the vulnerable groups are: informal workers, socially excluded people, the poor, women, people with disabilities, migrants, minorities, children, the elderly, and young people. Available at: <http://hdr.undp.org/sites/default/files/hdr14-report-en-1.pdf>

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project once the three-year implementation period comes to an end. During the second semester of the 2019, INAI will carry out various activities to ensure the continuity of this initiative in the long term. Some of these activities may include signing agreements with other organizations, adding new components, carrying out institutional activities, among others.

GESOC will cover some of the costs related to the strengthening of the Local Technical Secretariats – particularly in the development of social policy commitments – and will provide its expertise in activities for the Secretariat's members on the use of evidence for the design and implementation of effective open government projects. GESOC will also develop the local performance evaluation model and will perform the outcome evaluation of the initiative during the second semester of 2019.

## **B.8 GENDER**

Gender is not just a simple numbers game, i.e., equal number of men and women participate. Gender encompasses how programs will be affected differently based on gender, as roles of men and women in society are not the same. How men might respond to a project could be vastly different than how women would respond to the same project. Gender must look at traditional male/female roles and determine how those differences might impact the program. An example could be the dissemination of information by internet. Do women have the same access to the internet as men? If they do not, could this interfere with the project's success?

The project will also need to consider gender equality as a cross-cutting approach in the capacity building program, particularly in the selection of participants and as a core subject to be transmitted to participants. For the fellowship program, the selection process will follow strict gender criteria, in order to secure a fair representation of men/women.

Also, as part of the institutionalization of the local dialogue and co creation spaces, a plural gender sensitive integration of the Local Technical Secretariats will be promoted. Considering that the project seeks to advance on the achievement of the UN Sustainable Development Goals, open government projects integrated into the Local Action Plans are expected to promote attention to traditionally excluded groups, such as women, indigenous groups, youth or disabled people.

Particularly, in the context of UN Sustainable Development Goal 5, "Achieve gender equality and empower all women and girls," this project aims to contribute to Goal 5.5 "Ensure women's full and effective participation and equal opportunities for leadership at all levels of decision-making in political, economic and public life." This project will empower female leaders in the Local Technical Secretariats.

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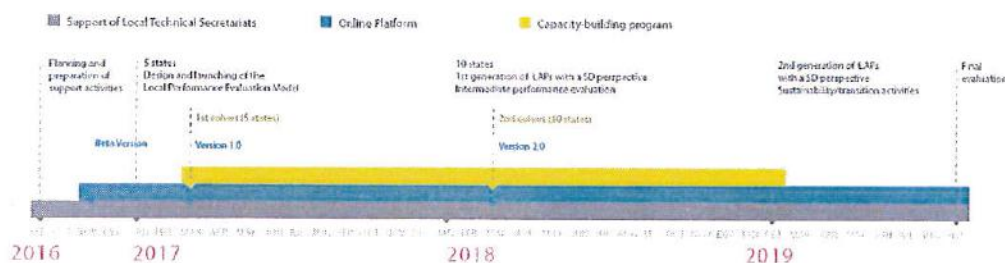
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Insofar as one of the project's key objectives is the co-creation of Local Action Plans based on development territorial analysis, efforts will be made to ensure that statistics and socioeconomic information allow disaggregation by gender. The project will also stimulate that commitments included in Action Plans differentiate their impacts on men and women, considering their life conditions, specific interests and disadvantages. Plans and commitments should incorporate gender mainstreaming and combating gender discrimination throughout the different phases of the policy process.

## **B.9 GEOGRAPHIC SCOPE**

The project will have a duration of three years and it is expected to be implemented in at least fifteen states by the end of the third year. As mentioned in Section III, there will be a pilot for the capacity building program that will only receive applications from five states, moving on to a larger number of states in 2018.

## **B.10 ESTIMATED PROJECT TIMELINE/IMPLEMENTATION PLAN**



## **B.11 TECHNICAL/MANAGEMENT/ADMINISTRATIVE CAPACITIES OF THE PRIME**

UNDP works in nearly 170 countries and territories, helping to achieve the eradication of poverty, and the reduction of inequalities and exclusion. In Mexico, the UNDP Resident Representative also serves as the Resident Coordinator of development activities for the 24 agencies, funds, program, and organizations of the United Nations System in the country.

For two consecutive years, the Aid Transparency Index has recognized UNDP as the most transparent development agency in the world, while AidData (2015) named UNDP among the development partners that communicate most frequently with host government counterparts. UNDP has in place an open data platform that enables wide global usage of its data. More details of UNDP's activities, budgets and results are being published than ever before on open.undp.org, covering 4,743 projects in 155 countries and territories.



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As of January 2015, UNDP adopted mandatory Social and Environmental Standards for all of its projects and programs. These standards will strengthen UNDP's efforts for increased quality in its programs and ensure social and environmental benefits for the people they serve.

In 2015, UNDP Mexico had a total budget of USD\$21.6 million, out of which almost half was contributed by the Mexican federal and state governments. A total of USD\$11.1 million came from global and bilateral funds, European Union funds, and other regular and thematic funds. Currently, UNDP Mexico's portfolio has 33 active development projects in the areas of sustainable development, reduction of poverty, and democratic governance, totaling a projected budget of USD\$24.4 million for 2016, out of which 52% comes from bilateral and global funds.

UNDP Mexico has a total of 34 core staff covering programmatic and operational roles and responsibilities and manages 541 service contracts within its portfolio of development projects.

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**COMPONENT II**

**Activity Title: Strengthening Transparency at the Federal and  
Sub-National Level in Mexico**

**C.1 BACKGROUND**

In September 2015, Mexico and the international community committed to the fulfillment of the 2030 Agenda for Sustainable Development, which in its Goal 16 calls for members to "Promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable and inclusive institutions at all levels".

In particular, targets 16.5, 16.6 and 16.7 specify the need to: Substantially reduce corruption and bribery in all their forms; Develop effective, accountable and transparent institutions at all levels; and Ensure responsive, inclusive, participatory and representative decision making at all levels.

For its part, the Mexican State, with the participation of civil society, academia and the private sector, recently approved a constitutional reform and secondary laws that give life to the National Anticorruption System (SNA for its initials in Spanish), as a mechanism of coordination among all levels of government. The system establishes corruption prevention instruments, such as ethics codes, action protocols and self-regulation mechanisms.

As part of the Federal Government and within the framework of the *Program for a Close and Modern Government*, the Secretaría de la Función Pública (SFP) has been promoting exercises of citizen participation in the Federal Public Administration, in order to improve governmental decision making and strengthen the opening and accountability of the Government to the citizens. It involves information and dialog meetings with strategic players in the private sector and civil society, from which proposals for action emerge.

In this environment of global, legal and institutional developments, the following component is put forward in support of the legal mandate of the SPF to promote integrity and the involvement of civil society in anticorruption and accountability exercises.

**C.2 STATEMENT OF PURPOSE**

The central objective of this component is to strengthen the ethical infrastructure of the country and complement the corruption prevention mechanisms in the framework of the new SNA, through actions of institutional capacity building and citizen participation projects for accountability. With that, it is expected to contribute to improve the levels of confidence, transparency and integrity in the institutions, as well as stimulate the formation of associations and collective action for citizen control of what is public.

During an implementation period of three years, the following is specifically intended: i) to build capacity of federal and local public officials in the area of integrity; ii) to promote the leadership

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and citizen agency capacity of organized women, youth and other vulnerable groups, and; iii) to promote social demand, co-responsibility and accountability.

**C.3 ACTIVITY DESCRIPTION**

1. Institutional strengthening. The National Anticorruption System requires renewed skills and capacities in public officials that allow them to adequately face some of the challenges of implementation that the recently passed laws imply. Likewise, methodologies and best practices that empower institutional capacity are required, for which two activities are proposed:

- a) Capacity building of public officials in ethics, public integrity and prevention of conflicts of interest. In the framework of the SNA, it is necessary to propose to the Coordinating Committee of this system educational tools and methodologies that can be made available to the relevant actors at both the federal and state levels.<sup>7</sup> In terms of the applicable provisions regarding training and Career Professional Service, the project will develop and implement an educational proposal for internalizing integrity values and criteria of action in public officials of the Federal Government. The pedagogical proposal will include experiential and behavioral approaches, and will start from an analysis of the risks, causes and motivations of individuals to engage in illegal conduct and acts of corruption. The estimated scope of the educational activities is around 500 public officials in a pilot program, which will be integrated with other capacity building initiatives to ensure sustainability.<sup>8</sup> The duration of this activity will be a maximum of 1.5 years. On-site, partially on-site and virtual methods will be used in order to strengthen the effectiveness of the program and ensure its sustainability after the project concludes.

In addition to the development of the educational proposal and the implementation of the pilot program, this component will offer content to substantiate institutional communication policies, codes of ethics and conduct, among other instruments intended for public officials.<sup>9</sup>

- b) Integrity programs for companies. According to the legal mandate arising from the reforms of the SNA (art. 21 of the Ley General de Responsabilidades Administrativas de los Servidores Públicos), the SFP and the equivalent government institutions at the state

<sup>7</sup> For the definition of the methodologies, a Consulting Committee can be formed with representatives of academia, the private sector, the CSO and representatives of the State in order to identify specific needs in the application of these tools.

<sup>8</sup> The SFP, with the cooperation of the World Bank and USAID, will develop a series of formative activities in the fields of ethics, conflicts of interest and transparency. The proper coordination and temporary alignment of the activities will be procured in order to ensure their coherence and sustainability once this project is concluded.

<sup>9</sup> The contents may be developed by specialists in the area or by the corresponding areas inside the agencies and states.



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level may promote the implementation of integrity programs in the companies and organizations of the private sector through collaboration agreements. To support compliance with this legal obligation, methodologies for integrity programs will be developed, and there will be an active accompanying strategy to implement programs in private sector companies or associations, preferably those having an active relationship with the government. It is intended to support the implementation of programs in 50 small and medium-size Mexican enterprises of different sectors in three years. In order to ensure sustainability over time, the signing of collaboration agreements with each firm or business association will be pursued, which will include a compliance verification mechanism every two years.

Parallel to this activity, a research will be done to determine the best practices of the national and transnational private sector in relation to integrity programs, compliance and due diligence, among other topics, in order to give feedback on the SNA strategies in the area.

2. Citizen participation and co-creation exercises in the sub-national sphere. In the current environment of democratic governance, characterized by the complexity of relationships between the government and society, it is necessary to stimulate the engagement of civil society organizations (CSOs) in the review and oversight of public affairs, through innovative exercises of co-responsibility with the State. These citizen exercises contribute to invigorating civic engagement, participation and accountability, promoting at the same time a culture of legality, intended to reduce public tolerance and/or acceptance of corrupt practices.
  - a) A fund will be formed to support projects presented jointly by organizations located in the sub-national sphere. Projects that identify vulnerabilities in procedures, programs and public services, reduce discretionary practices in decision making, improve the capacity of government to identify and sanction acts of corruption and reorient the incentives of public officials and the private sector toward the construction of integrity and transparency will be given preference. The proposals presented must include an advocacy plan associated with exercises of monitoring and evaluation of programs and public services.

The call for proposals will be carried on through a public and open invitation. Academic institutions and think tanks as well as CSOs of the states and municipalities of the country will be considered eligible. The activities to advertise the call for proposals will contemplate specific strategies to foster the participation of organizations focused on the inclusion of women, youth and other vulnerable groups, and it will be ensured that at least one-third of the aid granted will go to those organizations.

Criteria for evaluating projects: Given that one of the purposes of this activity is to stimulate association formation and co-creation, proposals presented jointly by three or

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more local organizations will be given preference. The inclusion of existing alliances with the governmental authorities responsible for the processes, procedures or programs under review will be considered an advantage. As part of the requirements for participation, in addition to the advocacy plan, the delivery of a results framework and a sustainability and results socialization strategy will be requested.

Topics. The organizations that wish to apply should formulate their project within to the following fields:

- Diagnostics of vulnerability of procedures, programs and services (analysis of regulation, processes, institutional conditions).
- Uses of the mechanisms of access to information.
- Proposals to redesign processes and incorporate TICs in order to increase the depersonalization in procedures and their effective supervision.
- Increase the possibility of detection of illegal conduct and acts of corruption. Construction of methodologies of containment of corruption and improvement of the handling of operational risks.
- Creation of innovation laboratories for the monitoring and follow up of programs and public services through the use of social networks and development of apps, hackathons, among other activities.

An external experts committee will be formed to assess and select the proposals made by the CSO<sup>10</sup>. The UNDP will provide permanent accompaniment to facilitate dialog and consensus with authorities, secure results and the evaluate the impact of each project.

- b) Initiative for the strengthening of the institutionalism of social programs in Mexico (IPRO for its initials in Spanish)

In the field of social policy, one of the areas most susceptible to corrupt practices is the management of social programs, and thus measures are necessary to strengthen transparency, allow informed decision making and promote efficiency, effectiveness and honesty in the usage of public resources.

Following up to the collaboration agreement signed by the United Nations Development Program and Transparencia Mexicana in 2009, this initiative will invite the 32 states of the country and federal agencies that have social programs to voluntarily register the social programs that they are carrying out. The information will make it possible to construct a national panorama on the degree of institutionalism of the social programs.

<sup>10</sup> The composition proposed for this committee will include a representative of the Unidad Especializada en Ética y Prevención de Conflictos de Interés of the SFP, representatives of UNDP, USAID and academics or experts in corruption prevention.

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In its first version, the IPRO reached 2,900 national and subnational programs and contributed to reinforce the protection measures for social programs,<sup>11</sup> through a platform of public, neutral and independent information. The information is presented in four categories that contain minimum attributes and criteria of institutionalism of social policy:

- Rules of operation and other guidelines;
- Transparency and accountability mechanisms;
- Control and auditing mechanisms;
- Citizen participation mechanisms

The IPRO platform has been considered a best practice at the regional level, which was able to integrate a large quantity of information, reflecting its potential and capacity for advocacy in public policies. Nevertheless, the lessons learned show that the platform faces financial and operative challenges in relation to the capacity for permanently updating good-quality information, as well as for generating relevant recommendations for the rationalization and even elimination of social programs.

The objective of this activity will be to re-launch the IPRO platform, emphasizing three innovations: 1) the improvement of its methodology, in order to make it possible to offer the states useful information for the rationalization of their social programs and better targeting of beneficiaries; 2) the incorporation of mechanisms for the effective utilization of the products of the platform for those responsible for the programs; 3) the addition of elements in order to ensure the sustainability of the initiative, such as alliances with public or academic institutions and the development of strategies for self-management and automatic updating of information.

Within the framework of the commitment of the Mexican State against corruption expressed in the new SNA, this activity intends to contribute to a decrease in the use of social programs and their resources for purposes other than what they were created for, the improvement in the performance of the agencies and the prevention of duplication of efforts. This platform will contribute to complement the mechanisms of transparency, accountability, control and auditing of the resources assigned to public programs. The duration of this activity will be of two years

#### **C.4 STRATEGIC ALLIANCES/PARTNERSHIPS**

This component will be supported by actors from both government and civil society, which will allow the expected results to be achieved. The Secretaría de la Función Pública will provide technical know-how in different fields for the development of contents and methodologies, will

<sup>11</sup> This refers to the measures and actions intended to protect the destination of the resources assigned to the beneficiaries of the programs from potential misuse thereof, whether for political, electoral, personal or private ends.



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ensure the continuity of efforts and may act as a link to other members of the National Anticorruption System. Similarly, it will bring its capacity for liaising with business chambers and networks. On the other hand, an alliance will be made with the organization *Transparencia Mexicana* for the development of the IPRO, which will foster its positioning and connection with other civil society organizations and academics.

**C.5 GENDER**

Different strategies and actions will be integrated during the implementation of this component that ensure the mainstreaming of the gender perspective. The design of the civil servant training program will procure to differentiate pertinent contents for men and women, and incorporate criteria to ensure the equal representation of women in the pilot program. Similarly, the tools and methodologies will be designed so that the business integrity programs contain differentiated elements according to gender.

On the other hand, at least one third of the projects approved in the Fund for local civil society organizations should be allocated to projects or organizations aimed at including women and other vulnerable groups, and specific diffusion activities will be undertaken so that the information effectively reaches the female population.

**C.6 GEOGRAPHIC SCOPE**

This component covers both the federal government and the 32 states. The training program for civil servants will – in its first stage – focus on the Federal Public Administration; however, the pilot will also include at least one hundred participants from the state governments. With regards to the integrity programs, the accompaniment for their implementation will include small and medium enterprises domiciled outside of Mexico City. Regarding the Fund for social society organizations, those proposals from organizations working at sites located in the states will be given priority, whilst the IPRO will include information from both national and sub-national social programs.”

**ALL OTHER TERMS AND CONDITIONS REMAIN IN FULL FORCE AND EFFECT.**