

EDUCATION
HEALTH
SOCIAL PROTECTION
EMPLOYMENT
PUBLIC FINANCE
DEMOCRATIC INSTITUTIONALISM
SOCIAL DIALOGUE
DECENTRALIZATION
JUSTICE
CITIZEN SECURITY

DIALOGUE FOR ACTION

ADVANCES IN PUBLIC POLICIES
FOR SOCIAL COHESION IN
LATIN AMERICA

EUROPEAN CONTRIBUTIONS
SOUTH-SOUTH COOPERATION
NETWORKING
ARTICULATION OF STAKEHOLDERS
COMPLEMENTARITY WITH EU PROGRAMMES
GENDER APPROACH
VULNERABLE GROUPS
YOUTH FOCUS



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Published by:
EUROsociAL Programme

Written by:
Coordinating and operating partners of EUROsociAL

Publishing and printing services:
Cyan, Proyectos Editoriales S.A.

The Programme wants to thank their contribution to all the people and institutions that have participated in the preparation of this publication through their testimonies and the cession of images.

This publication has been prepared with the assistance of the European Union. Its contents are the sole responsibility of the author and in no way should be taken to reflect the views of the European Union.

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Madrid, October 2015

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PROLOGUE

Within a Summit year. In the context of this year 2015, once the EU-CELAC summit was held in Brussels, it is a pleasure to present the results of a European regional cooperation programme with Latin America as EUROsociAL, that was also born with a summit agreement in 2005. Since then, both regions have acknowledged a shared concern regarding inequality, and have adopted and maintained a common commitment to work in building more cohesive societies. This commitment has underpinned most of our development cooperation relations, which in turn are central in the long history of bi-regional political dialogue and cooperation between the European Union and Latin America and the Caribbean.

And in the European Year for Development. 2015 is also the European year for development, in which the European Union confirms that the international cooperation policies are a priority and its commitment with the development as the world's largest donor. In that sense, it is crucial to explain to citizens, with rigor and through communication skills, how developmental aid works and especially presenting its results, proving its support for effective and lasting changes within public systems and in peoples' lives. It is also important that in this European Year of Development 2015, Latin America is perceived very present, leading effective and innovative cooperation initiatives, catering for the needs and priorities of middle-income countries that can inspire and aid ways of support in other contexts and countries.

Applying a differentiated approach to change. Indeed, Europe is committed, within the framework of its "Agenda for change", to engage in dialogue with the different countries to establish different development partnerships, to respond to situations of development of each region and country in a country-specific manner depending on the context. For Latin America, EUROsociAL has shown a pragmatic way for implementing this approach, starting with its goal and guiding principle: social cohesion, pointing to key challenges of middle-income



Fernando Frutuoso de Melo

International Cooperation and Development - DG DEVCO
Director-General

societies, with large inequalities and with very vulnerable sectors; and following its approach and working method.

Supporting reforms and improvements in ongoing public policies. An approach based in policies dialogue for action, for change. The Programme has supported the design, reform, implementation and evaluation of public policies, taking into account the needs, priorities and ongoing processes in each country; i.e., responding to the heterogeneity of the region, and working with different agendas according to the specific conditions and context of each country. At the same time, it has maintained the regional perspective that characterises it, making the work between countries, regarding common problems and interests, more dynamic, as well as supporting alignment initiatives in the region. To do this, it brings together countries with vocation to share experiences and boosts the networking between public institutions.

Through a methodology of peer learning. This is the characteristic methodology of EUROsociAL, which adapts a model inspired in European cooperation for enlargement and neighbourhood (twinning). It is a horizontal and technical cooperation between "twin" institutions, that share their experiences, their successes and failures, who give occasional

or long-term specialised advice, and that has proved to be very effective to contribute in processes of change and to overcome institutional obstacles. This method, very appropriate in middle-income countries, as a transition from conventional development cooperation to the mutual support alliances, is also suitable for other development stages.

Sharing the common European heritage. EUROsociAL has been an excellent way to share the community *acquis* with regions with European shared values. The main transfer of European experience in the Programme has focused on topics related to the approach of rights in public policies, that shares the social cohesion concept and remains a hallmark for Europe, avoiding any reference to the model transference or systems replica; however, it has been noted that some public European policies have created more interest and have inspired further Latin American policies, that have drawn upon the same sources and have incorporated and adapted some of its elements.

Mobilizing South-South cooperation. However, naturally, the most watchful eye of the countries is focused in what is happening around them, in changes, advances and progresses of other countries in Latin America. This genuine interest has been fueled by EUROsociAL and has generated a dynamic and rich vein of South-South cooperation, either regional, when many countries have worked in common policy strategies, regional models or standards; either bilateral, when the countries have learnt and shared experiences from others that have raised their interest and have led to bilateral exchanges and long-term support with interesting results.

A rich network of Euro-Latin American relations. Thanks to all these factors, EUROsociAL keeps record of the European and Latin American important mutual interests. It brings closer the view about public issues in both regions, it approaches our public sectors. It expands our institutional relations and it

also places them around very specific work regarding public policies, with tangible progress and potential impacts, that makes it a flagship programme from European cooperation with Latin America for social cohesion.

In conclusion. Social cohesion and inequality are receiving increasing attention in the international agenda, which gives, to Latin America in particular and to the middle-income countries in general, the chance to place their main challenges, among them the fight against inequality, in the centre of the efforts of the European cooperation.

In this regard, some public policies from other countries, particularly from Europe —region that despite the crisis remains more egalitarian— can bring some interesting elements in the efforts for change, and programmes such as EUROsociAL show an interesting path of policy dialogue, of horizontal knowledge and experiences exchange, which aimed at achieving these changes move towards a differentiated and effective cooperation.

INTRODUCTION

DIALOGUE FOR ACTION presents the results and the most significant experiences of the European cooperation programme with Latin America for social cohesion, EUROsociAL, in the 2011-2015 period. Being this the European Year of Development, it is vital to be accountable and inform citizens about the added value of developmental cooperation, in the case of EUROsociAL with Latin America, which establishes the commitment of the European Commission to continue supporting the development efforts for the region in a subsequent phase.

This is the goal of this publication, whose name denotes schematically the spirit of the programme, that has encouraged dialogue between public institutions of both regions, aimed at supporting specific actions and effective changes in public policies. Through this collection, we would like to value the cooperation area of this programme, that promotes partnerships between twin countries, or countries that share problems. The demand-driven, results-based management, the European Union-Latin America and Latin America-Latin America exchanges or the focus on public policies that address the vulnerability are some of the main features that have turned it into the flagship programme of the European cooperation with Latin America.

Furthermore, this work is showing that relations between Europe and Latin America and the Caribbean remain vibrant; that not only we share values, but also interests that make both regions pull in the same direction towards fairer and more cohesive societies. The relations within the Programme between public institutions from both sides of the Atlantic Ocean show that there has been a smooth and efficient exchange, not only regarding the goal of the public policies but also about the roadmap designed to achieve that goal. Today, both regions are closer than ever.

This publication is divided in two parts. [A first cross-cutting point of view focused in a number of characteristics that cross](#)



Inmaculada Zamora

Director of EUROsociAL Programme

[the programme horizontally](#) and highlight “how” is it made, the methodology.

It emphasizes, first, the characteristics about its innovative cooperation focus and [its working method](#): European contributions, result of the exchanges between public administrations from both regions; South-South cooperation, that comes with the nations interest in surrounding countries; networking, supporting their internal agendas, their regional alignment initiatives or the implementation of their agreements; the articulation of stakeholders, addressing issues that usually need coordination from different national institutions; and complementarity with EU initiatives, as a mean to obtain better results, thus ensuring the quality of the aid and a greater visibility of the European Union. In addition, [the target groups](#) of the policies supported by EUROsociAL are highlighted, either directly or as a part of a group that faces some vulnerability.

Three lines of action are highlighted: gender approach, supporting policies or political instruments with significant effect over gender equity; vulnerable groups, that because of their age, gender, ethnicity and/or physical or mental condition are more likely to fall into poverty or social exclusion; and

youth care, contributing to the improvement and inclusion of young people in society through a broad range of policies. [In the second part, outstanding experiences are shown, compiling some relevant initiatives that the Programme has successfully supported](#) and describing in greater detail the contribution to the processes accompanied by EUROsociAL. A representative sample of the actions carried out in all the thematic areas of the Programme is included (education, health, social protection, employment, public finance, democratic institutionalism, social dialogue, decentralization, justice and citizen security). A total of 30 results that EUROsociAL has achieved in the 15 Latin American countries where it has worked and are significant are documented, either because of the strategic nature of the public policy that they have supported, or due to the relevant roadmap that the Programme has launched. Consequently, in order to obtain a representative sample, in countries where cooperation has been broader, more than one result has been highlighted.

That is the case, for instance, of Colombia, Costa Rica or Peru. However, we should point out that [throughout this years, EUROsociAL has supported about 90 processes of change in public policies](#), under which it has substantially contributed to 500 intermediate milestones or significant advances towards the target and has developed directly almost 700 products (studies, protocols, recommendations, guides, models, etc.). Regional results have also been achieved, two of which are mentioned in this publication: one as a result of networking and another one coming from the support to a multi-country action.

Each of these experiences has been documented giving a series of informations regarding the context or political process that has been supported for a better understanding of the EUROsociAL contribution, showing specifically which has been the itinerary accompanying the Programme to achieve this result, adding first-hand testimonies from some representatives of the Latin American institutions involved or of

any beneficiary, and highlighting the feature of the Programme that is most outstanding for that experience. Furthermore, information regarding publications and audiovisual resources linked to it is offered.

The format of this publication is intended to appeal the reader. Like data sheets, with synthetic but precise information, an overview of the Programme is drawn, not exhaustive but illustrative enough to prove its relevance as a cooperation programme, its validity in a moment in which global inequality is in the centre of the public agenda and its effectiveness due to its results.

Finally, it is important to congratulate the main players that have participated in the Programme because of its advances and successes: European Commission, coordinating partners, operating partners, experts, partner institutions and, above all and mainly, the Latin American institutions in their reform efforts and their commitment with equity and social cohesion. This document acknowledges and reflects the rich collaboration that has been developed between all, merging ideas, knowledge and experiences to benefit citizens. For sure, this exciting adventure can teach lessons and bring learning that will inspire and, undoubtedly, will improve the next phase of EUROsociAL.



EU-CELAC
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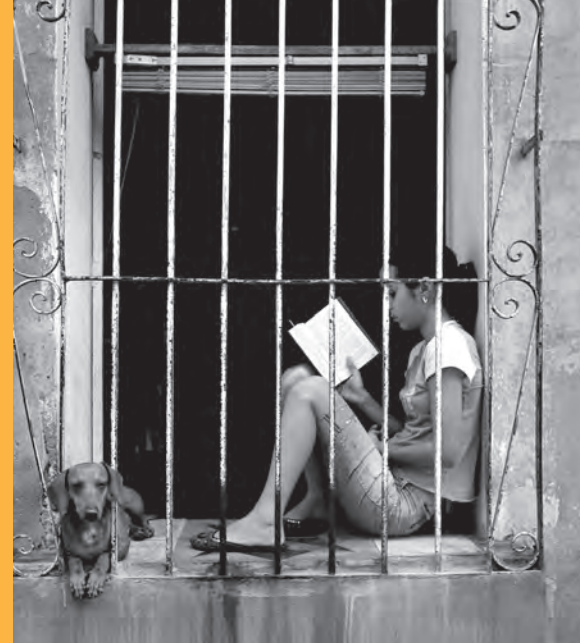
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DIALOGUE FOR ACTION

CROSS-CUTTING PERSPECTIVE

From EUROsociAL interventions, many characteristics can be obtained that cross the Programme and build their identity signs. They reflect its strategic orientations (complementarity with European Union Programmes, European contributions), its different forms of action (South-South cooperation, networking, articulation of stakeholders), and the specific focus on some priority groups to boost advances in social cohesion (gender approach, vulnerable groups, youth care). This cross-cutting perspective fosters coherence in the EUROsociAL interventions, and gives the Programme its own identity.

POLICIES DIALOGUE
PEER LEARNING
EXPERIENCES EXCHANGE
DEMAND ADRESSED
RESULTS-ORIENTED
REGIONAL APPROACH
KNOWLEDGE MANAGEMENT



EUROPEAN CONTRIBUTIONS

EUROsociAL as a tool to share European experiences



EUROsociAL has proven to be a privileged way to share the community acquis and the EU member states' heritage with Latin American countries. Europe shares values, problems and challenges with this region, and both also share the aspiration for the reduction of inequalities and social cohesion. Both member states policies and the Community policy have elements that have created interest and inspired Latin American policies, bringing in relevant changes.

Even though the economic and financial turmoil that Europe is suffering —and the structural policies adopted to rectify it— has weakened the European social model, it has also allowed to strengthen its importance. This model has created a protection network against turmoil, based in a solid social protection system, in social dialogue and in the guarantee of an array of social rights. From a historical perspective, the EU social model has been a driving force for the economic development of Europe, for its political stability and in the process of European construction.

The identification of the main European experiences shared within the framework of EUROsociAL is a result of an attentive listening to the demands of Latin American institutions and an understanding of the context of the country. In all, more than 20 European experiences have been adapted in Latin America. Below, some of the main experiences are

detailed, according to the intervention areas of the Programme.

JUSTICE

LABOUR INSERTION FOR INCARCERATED PERSONS: THE MODEL OF CIRE FROM CATALONIA

The CIRE (Centre for Reinsertion Initiatives) from Catalonia is an international reference for labour-insertion for incarcerated persons. It has ten working centres that are responsible for socio-professional training of prisoners. Colombia, Panama, Peru and Uruguay have incorporated inputs from this model for the development of productive (Peru, Panama), regulative models (Uruguay and Peru) and socio-professional training plans (Uruguay).

THE COMPREHENSIVE MODEL FOR THE ATTENTION FOR GENDER-BASED VIOLENCE VICTIMS FROM SPAIN

The comprehensive law for gender-based violence in Spain (2004), differently from other legislations that only address penal aspects, has a multidisciplinary approach (medical, educative, judicial and

police). It has allowed the visibility of violence against women as a State problem. This law has established specific legal institutions (Violence against women courts, Government Delegation, National Observatory, etc.). Furthermore, medical, judicial and police action protocols have been established.

This policy is becoming a reference for the comprehensive attention to gender-based violence victims in Brazil, Costa Rica, Ecuador, Honduras, Nicaragua, Panama and Paraguay.

SECURITY

EUROPEAN POLICY FOR VIOLENCE PREVENTION

The prevention of violence and crime, with a special take in youth prevention, has been one of the main topics in the institutional architecture of EU since the Maastricht Treaty (1993). This European framework has guided the regional efforts in Latin America for the development of a Regional Model for Violence Prevention. This model comes from an analysis of the Latin American good practices, following the same path from the Amsterdam Treaty, that sets a general framework to develop national policies. The Regional Model has been approved in July 2014, and Costa Rica is already adopting it at the national level.

SOCIAL PROTECTION

SOCIAL INCLUSION FOR PEOPLE WITH DISABILITY: TRIESTE (ITALIA) EXPERIENCE

From the innovative approach from psychiatrist Franco Basaglia, Trieste province has been a pioneer in Europe in the de-institutionalisation processes of the psychiatric patients' care (shutting down mental asylums, patients' social insertion). This experience has inspired Ecuador in the formulation of this national policy for social inclusion for people with disability. The support from EUROsociAL has been implemented in the Santo Domingo de Tsáchilas province, a pilot programme for attention and social inclusion for

people with disability, opening in 2015 the first centre for community mental health in Ecuador.

CROSS-CUTTING COMPETENCIES FOR SOCIAL INTEGRATION AND WORK PLACEMENT: THE EXAMPLES OF SWEDEN AND FRANCE

Cross-cutting competencies are key for social integration and work placement, particularly for the most vulnerable sectors. In Europe, the experiences from the state employment service from France, and Sweden in the development of cross-cutting competencies since secondary education are references. Several Latin American countries are applying them in their social programmes. With the support EUROsociAL, Colombia has added innovations into "Youth in action", "Social income" (conditioned transferences) and "Enrutate-TU" (Route yourself – accompanying to work). In addition, Chile is introducing the cross-cutting competencies in the offer of the "Más Capaz" (work placement for women) programme and in the system for competence validation and accreditation ("Chile Valora" – Chile values).

EMPLOYMENT

THE EMPLOYMENT SYSTEMS OF FRANCE AND ITALY

In Europe, the national employment services create the foundations of the active employment policies. The employment systems from France and Italy (together with Argentina) have supported the creation of a new national network of the employment services in Colombia. In particular, the operating models of the centres, the models of services provision (information, guidance, training, derivation to other programmes, etc.) and the public-private coordination were defined. In addition, the computing platform for the programmes and the services of the Colombian National Network have been provided.

REGIONAL DEVELOPMENT

THE REGIONAL DEVELOPMENT COMMUNITY POLICY AND THE EU STATE MEMBERS POLICIES

The European experience has shown that if the territorial inequalities are not reduced, it is not possible to achieve a better social and territorial cohesion. In this regard, the European regional policy is inspiring several Latin American countries. Both the characteristics of the community policy (common strategic framework, but policies adapted to regions, specific financial instruments, multi-level governance system, etc.); and the national policies for regional development of the MME (experiences from Italy, Spain, Germany and Croatia) have supported Costa Rica, Colombia, Argentina, Guatemala, Mexico and Peru for the progress of their regional development policies.

PUBLIC FINANCE

THE SPANISH TAX AGENCY MODEL

In Spain, the creation of the Tax Agency (Agencia Tributaria - AEAT) in 1992 was a major milestone for the fiscal policy and the improvement in the efficiency of the tax system that has led to a tax revenue increase. AEAT works in two strategic lines: voluntary compliance of the taxpayers (improving the assistance services: the online site, call centres, appointment system, mobile application, etc.), and with the fight against tax fraud, both in prevention and in prosecution of lawbreakers (massive control tools, real estate register model, taxpayers registry, etc.). This model constitutes an international reference and it has been shared with several Latin American countries through EUROsociAL.

HEALTH

MODELS FOR PRIMARY HEALTH CARE: THE SPANISH EXPERIENCE

In Spain, the primary health care (atención primaria en salud - APS) system follows the same model as Scandinavian countries, Italy, Portugal or the United Kingdom. The APS is in the core of the health system, it represents the "access gate", it implies a comprehensive attention (not only focused on physical areas but also in social and psychological aspects) and it is focused in family and community medicine. The Spanish model has become an international reference, particularly for Latin American countries that have a national health system. This is the case of Colombia that, with the support of EUROsociAL, is implementing a new primary health care model, with a territorial approach.

SOCIAL DIALOGUE

INSTITUCIONALISATION OF THE SOCIAL DIALOGUE THROUGH THE EUROPEAN EXPERIENCE

Social dialogue is a common goal of the UE and its Member states. Historically, it has been associated with the development in social models, and the Economic and Social Councils (ESC) have been key for the institutionalisation of dialogue. The experiences of the ESC from Spain, France, Brazil and EESC, have inspired the ESC from Honduras allowing

PUBLICATIONS



► European additions in EUROsociAL. Report on the main European experiences and additions mobilised through the Programme

the adoption of a law. The European model has also allowed the support of the national pact on education from the Dominican Republic, the conformation of the ESC Network in Latin America and Caribbean, and the preparation of the first social-economic memorandum of the Guatemalan ESC.

DEMOCRATIC INSTITUTIONALITY

TRANSPARENCY POLICY AND FIGHT AGAINST CORRUPTION IN THE UNITED KINGDOM

The United Kingdom is one of the exemplary countries in terms of transparency, access to public information, and its influence has been particularly important for Chile. The Council for Transparency from Chile has taken as a reference the ICO (Information Commissioner's Office) and the "E-Pe-tition" mechanism from the British Government in order to launch the platform "Ideas.Info", that promotes citizen participation in access to information policies.

INVESTIGATING CRIMES OF CORRUPTION: FINANCE GUARD FROM ITALY

The Finance Guard from Italy is a special police force that develops duties from the judicial police in economical and financial areas. It is a key structure in the fight against tax evasion and economic crimes. Through EUROsociAL, Colombia and Guatemala have become fully familiar with this model, a reference in Europe. Colombia has used these inputs for the launching of the judicial policy and Guatemala has created a Financial Intelligence Unit within the Superintendencia de Tax Administration (Superintendencia de Administración Tributaria - SAT).

OTHER RELEVANT EXPERIENCES

- Social integration and work placement for incarcerated persons: the social cooperative Giotto de Italia (Brazil).
- Rational use of medications policies from the communities of Madrid and Navarra (Colombia).
- Experiences about elder care in Northern Europe (Chile).
- National System of Professional Skills from United Kingdom (Ecuador, Chile, Paraguay and Peru).
- Protection for corruption whistleblowers: the ALACS (Centres for Legal Aid Against Corruption, in its Spanish acronym) model from Transparency International (Peru, Brazil).
- Houses of Rights from France (Paraguay, Costa Rica).
- FEANTSA (European federation of national organisations working with homeless, in its Spanish acronym) and "Housing first" model (Uruguay, Brazil, Costa Rica, Colombia, Chile and Paraguay).

SOUTH-SOUTH COOPERATION

Promoting intra-regional cooperation in Latin America



In line with the Agenda for the Quality and Effectiveness of the Development Aid, EUROsociAL has as a guiding principle for its actions the promotion of South-South cooperation. Through its specific tools it explores mutual learning paths and boosts network creation and horizontal exchange between institutions in the region.

From the intervention scheme of the programme and thinking of the nature of the actions developed, there are different types of South-South cooperation within EUROsociAL. According to their structure, they range from cases of sustained support by some institutions to others in the region, having the case of Latin American institutions that are part of the EUROsociAL Consortium, to occasional support where Latin American public institutions share their experience with other counterparts, through exchange visits or counselling. Finally, in many cases the programme has Latin American experts that share their knowledge in workshops or other types of activities run by EUROsociAL.

The most active transferring countries in EUROsociAL are Argentina, Brazil, Chile, Costa Rica, Colombia, El Salvador, Mexico, Peru and Uruguay. However,

there is a different degree of importance both in quantitative and qualitative terms, according to the different action areas from the Programme.

ARGENTINA

► In **employment policies**, the computing platform for the employment services management has been transferred to Colombia, and it is also going to be adapted to Costa Rica. Likewise, Colombia, Argentina, Brazil and Peru are working together to create a distance training platform for the employment centres operators. For their part, Argentinean experts have transferred the experience in terms of professional qualifications to Peru and Paraguay.

► In **public finance**, Argentina has collaborated with other countries from the region in terms of transference prices, massive control and information services and taxpayer assistance. Particularly, with Colombia, Costa Rica, El Salvador, Paraguay and Bolivia.

► In the area of **education policy**, Argentina has supported Ecuador in the baccalaureate reform and with the management model. They have also advised Costa Rica to incorporate in the curriculum

“Affectivity and comprehensive sexuality” in secondary education.

► In terms of **justice**, Argentina leads the map of “Alternative Means of Conflict Resolution”. The public defender’s office has also collaborated as a transferring agent for the monitoring of conditions, visits and interviews with incarcerated persons, and respect for the human rights in places of deprivation of liberty, mainly in Costa Rica, Ecuador and Guatemala. Furthermore, the Argentinean access to justice centres has been the model transferred into other countries for the Houses of Rights.

For its part, Argentina has also contributed to the national development in Nicaragua of the Protocol for the Investigation of Violence and Gender Crimes.

► In **social policies**, Argentina, together with the United Kingdom, is supporting Chile for the standardisation for centres and home care for older adults. Uruguay has also received support for the addition of impact evaluation in social policies and Paraguay for the launching of the Single Registry of Social Information.

BRAZIL

► In **social policies**, Brazil has supported Colombia in the introduction of the rural focus in the programmes against poverty, and Costa Rica in the creation of their Poverty Reduction Strategy. Furthermore, Brazil has been the reference for Uruguay in terms of social services management and for Paraguay and Peru in terms of labour inclusion for population with limited human capital. They have also shared with Ecuador the system for tracking and monitoring social programmes and social and solidarity-based entrepreneurship.

► In **public finance**, Receita Federal from Brazil is supporting the creation of Accounting and Tax Support Cores for low income people in El Salvador, Guatemala, Bolivia, Ecuador and Costa Rica. Moreover, Brazil has contributed to the implementation of the electronic invoice in Paraguay and Guatemala.

► In terms of **regional development**, Brazil leads the creation and launching of Regional Development Leaders Networks, and has shared their experience with Costa Rica, Honduras and Guatemala regarding the linkage between the different territorial government systems.

► In the **health area**, Brazil has assessed Panama in terms of medications management and family

IN FIGURES

236 ACTIVITIES IN WHICH A LATIN AMERICAN COUNTRY ACTS AS THE TRANSFERRING PARTY

48% OF THE ACTIVITIES IN WHICH A LATIN AMERICAN COUNTRY ACTS AS THE TRANSFERRING PARTY

OF THE **2012** PEOPLE WHO PARTICIPATE AS EXPERTS **1015** ARE LATIN AMERICAN



doctors training. In this regard, Brazil has also advised Colombia.

► In **education**, Brazil is supporting Ecuador in building and validating their Curriculum Framework for Entrepreneurship in Secondary Education.

► In **social dialogue**, their Council for Economic and Social Development is one of the most institutionalised in Latin America and it has shared its experience with other countries, thus boosting CESALC network.

► In terms of **justice**, Brazil is a reference regarding community justice. In addition, Brazil has shared with other countries their experience in the area of protection and assistance for incarcerated persons.

► In **democratic institutionalism**, Brazil cooperates with Colombia and Peru in the creation of a pro-ethics registry for private companies, where the Contraloría General de la Unión (Federal Comptroller General) and the Ethos Institute are involved.

CHILE

► The Chilean Council for Transparency is a reference in terms of **transparency** and it has advised other countries in this region, as Colombia, El Salvador, Ecuador and Peru. Chile has also collaborated with Honduras in the creation of the Archives draft law.

► In terms of **public finance**, Chile has advised Peru and Bolivia in the area of transference prices, and Uruguay in the elaboration of an assistance guide for taxpayers. They have also advised Ecuador regarding special taxes and fiscal incentives, and Mexico regarding the simplification in taxation for SMEs.

► In **employment**, "Chile Valora" has advised the creation of national systems for professional qualifications in Peru, Argentina, Paraguay and Uruguay.

► In **social policies**, Chile has exchanged its experience with Peru with school-leaving strategies, with Guatemala in terms of social programmes monitoring and with Colombia in terms of cross-cutting competencies and for the implementation of the new social protection strategy.

COLOMBIA

► In **education**, Colombia has shared their experiences with Ecuador in terms of accelerated baccalaureate and with school dropouts prevention with Argentina, Costa Rica, Ecuador, Mexico, Paraguay and Uruguay.

► In **employment policies**, Colombia has shared with Costa Rica and Guatemala the capabilities of the Employment Service Platform and with Peru in terms of professional qualifications.

► In **social policies**, Colombia has supported Costa Rica in the creation of a unique model for quality management of the Child Development and Care Centres, and Ecuador regarding co-responsibility in the area of transference programmes and attention to disability. Regarding disability, they have also collaborated with Honduras, and in terms of fight against extreme poverty with Costa Rica.

► In terms of **health**, Colombia has shared with Uruguay and Peru information regarding health equity monitoring, and in terms of rational use of medicines with El Salvador.

► In terms of **regional development**, DNP (National Planning Department, in its Spanish acronym) has shared its experience with the Royalties National System with several countries in the region.

► In terms of **transparency**, Colombia has shared its experience with Paraguay, and within the framework of the Transparency Network, its experience in terms of archives.

► In the **justice** area, Colombia has shared its experience in terms of legal advice for gender-based violence victims with Argentina and Honduras.

COSTA RICA

► In terms of **justice**, the Public Defence of Costa Rica has collaborated with Ecuador, Guatemala, Honduras, Paraguay and Nicaragua in tracking the execution of sentences for incarcerated persons. They have also shared with Chile, Argentina and Paraguay the remote tracking of execution of sentences model through videoconference, and they have collaborated with Paraguay for the preparation of the Access to Justice Protocol for people with psychosocial disabilities.

► In terms of **public finance**, Costa Rica has supported Paraguay in the creation of an inter-institutional commission between the Finance Ministry and the Secretariat for Planning.

PUBLICATIONS



► **EUROsociAL: promoting the intra-regional cooperation in Latin America. Report about the South-South experiences exchange in the Programme**

► In terms of **social policies**, Costa Rica has advised Honduras regarding comprehensive care to people with disability and Guatemala regarding services that improve employability of young people.

EL SALVADOR

► The Finance Ministry of El Salvador is an operating partner and manages the **fiscal education** action. It has transferred its experience in this area to several countries in the region: Bolivia, Brazil, Chile, Costa Rica, Ecuador, Guatemala, Honduras, Mexico, Paraguay, Peru and Uruguay.

► In terms of **justice**, El Salvador has shared with Honduras their experience in advice and legal guidance for women that are victims of gender-based violence and in terms of Security with Panamá, regarding social prevention of violence.

MEXICO

► In terms of **fiscal education**, Mexico has supported Chile and Costa Rica in adapting the Guide for Higher Education from UNAM.

► In terms of **transparency**, IFAI from Mexico has been very active sharing its experience through the Transparency Network, and has also supported directly El Salvador, Peru and Colombia in the area of public information access.

► In terms of **justice**, Mexico has advised Paraguay and Costa Rica regarding gender-based violence victims' attention, and Paraguay, in addition, for the preparation of their restorative justice model.

► In terms of **education**, Mexico has assessed Ecuador in the design of the curriculum and the evaluation system of the Unified General Baccalaureate in Sciences and Technical for youth and adults, and Uruguay and Peru for the reworking of the Career education area.

► In terms of **regional development**, Mexico has supported the Planning Ministry of Costa Rica, and has advised Colombia in Health for the implementation of the new academic curriculum and for teacher training in family medicine.

URUGUAY

► Uruguay supports Ecuador and El Salvador in terms of multi-year **budgeting** and Nicaragua in terms of budgeting for results.

► Regarding **health**, Uruguay is becoming a regional reference for the design and implementation of the surveillance system.

► In **social policies**, they are supporting Costa Rica in the creation of a policy for homeless people care.

NETWORKING

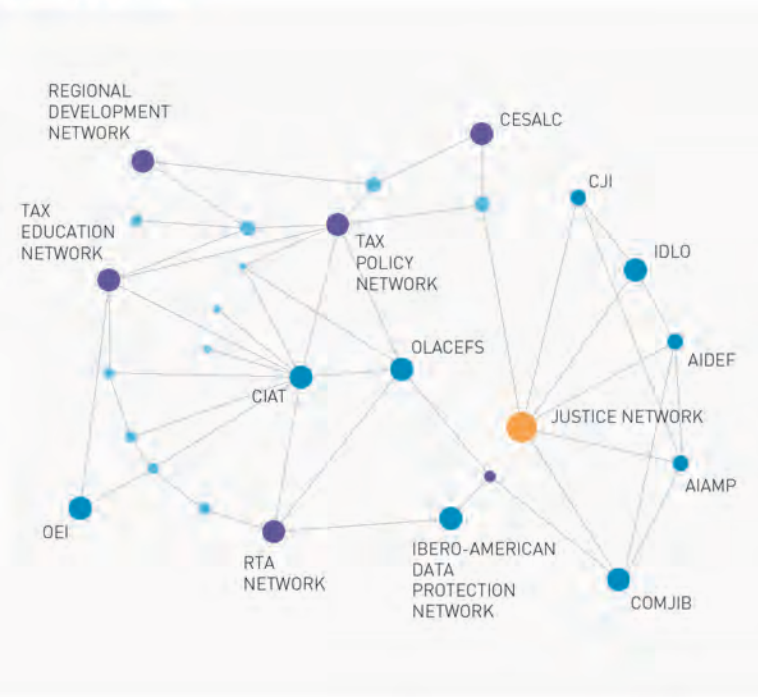
Common challenges and shared responses

Some of the most prominent EUROsocial regional or multi-country actions are carried out in partnership with institutional networks, at the heart of which the policies dialogue and collective learning are promoted. Beyond the debate and thinking that define the forums, within networks working, programmes are boosted with two goals:

On one hand, advancing in the creation of common answers by several countries for a certain challenge, as strategic reference frameworks for public policies at the regional level; joint statements or guidelines, shared standards or protocols, etc. Thus, the Programme joints the regional alignment initiatives that are mushrooming in the region.

On the other hand, we try to support the individual responses that mean changes at the national level, ranging from the implementation of those agreements or peer reviews, to the creative adaptation in a country of elements or practices from other countries detected in the regional exchanges; namely, mutual support. Thus, networks show the power of learning and the peer encouragement.

NETWORKS



● AIAMP Asociación Iberoamericana de Ministerios Públicos; ● AIDEF Asociación Interamericana de Defensorías Públicas; ● CESALC Consejos Económicos y Sociales de Latinoamérica y Caribe; ● CIAT Centro Interamericano de Administraciones Tributarias; ● CJI Cumbre Judicial Iberoamericana; ● COMJIB Conferencia de Ministros de Justicia Iberoamericanos; ● IDLO International Development Law Organization; ● OEI Organización de Estados Americanos para la Educación, la Ciencia y la Cultura; ● OLACEFS Organización Latinoamericana y del Caribe de Entidades Fiscalizadoras Superiores; ● RTA Red de Transparencia y Acceso a la Información

THE ROLE OF EUROPE AND THE SUPPORT TO NETWORKS

EUROsocial is invigorating the Latin American networks work, facilitating their meetings and supporting their work programmes, creating information exchange platforms, contributing with the European expertise and experience in order to provide inputs to the debates and in the creation of shared documents and agreements, and providing assessment at the national level for the subsequent implementation of those agreements.

EUROsocial has also advanced in connecting those networks with their European counterparts. A good example is the successful relation with DGRégio, a member of the Support Group of the Regional Development Network.

EUROsocial has worked with 17 networks, very different, but it is worth highlighting the collaboration with some of them, because of the common products created within them and/or the advances and results supported at national level, as a consequence of the dynamics of the policies dialogues and the exchange of experiences within them.

IN THIS CONTEXT, WHAT IS A NETWORK?

- ▶ It is institutional and inter-governmental: they comprise “peer” public institutions, from different countries.
- ▶ It can embody one part or all the Latin American countries (also from the Caribbean); sometimes, they are Ibero-American or Inter-American. Some of them are international organisations.
- ▶ The members share their problems, experiences and interests regarding a specific public policy: its design, amendment and implementation.
- ▶ They settle common working programmes and boost alignment initiatives (common guidelines and standards), as well as support initiatives for/between the institutions that conform it, fully exploiting the potential of peer learning, emulation and pressure.

TRANSPARENCY AND INFORMATION ACCESS NETWORK (RTA)

RTA was created in 2011 and it consists on institutions that guarantee the Right to Information in 14 countries. It is a formal space for dialogue and cooperation for the exchange of experiences in this topic, aiding the creation of systems for accountability and strengthening of public management. The support of EUROsocial has resulted in the approval of regional models (of document and archives management) and its implementation in several countries (Colombia, Peru, El Salvador, Honduras, Chile, Mexico and Ecuador); in regional mechanisms for quantifying and evaluating transparency measurements (that are being applied in Honduras); in agreed guidelines regarding political parties transparency; and in the promotion and dissemination of alternate mechanisms for conflicts resolution (that are being applied in Chile, Brazil and Uruguay), among other collective products.

FISCAL EDUCATION NETWORK

Since the first phase of EUROsocial, in 2008, the Network, whose statutes were approved in 2015, has specialised knowledge and learning based in the shared

thought of the fiscal and educational institutions from 14 Latin American and 5 EU countries. Some of its achievements are the “regionalisation” of good practices in formal and non-formal education, and the spread in the region of the Centres for Accounting and Tax Support for natural and legal persons with low income level, through an agreement (Carta de Lima and NAF Subnet) between university and Tax Administrations from Brazil, Costa Rica, Mexico, Guatemala, Chile, Bolivia, Honduras and Ecuador.

TAX POLICY IBERO-AMERICAN NETWORK

Led by the Ibero-American General Secretariat, together with the Economic Commission for Latin America and the Caribbean, and the Development Centre of OECD, this Managers and Experts in Tax Policy Network, created in 2011, seeks to accompany and enable the works in this matter within the framework of the State. This Network has meant a regional way to channel EUROsociAL’s support to member countries, taking several demands into the budgetary reforms, institutionalisation of the assessment and tax reforms.

LATIN AMERICAN NETWORK OF POLICIES FOR REGIONAL DEVELOPMENT

Supported by EUROsociAL since its early stages in 2013, its importance has been acknowledged in the Heads of State and of Government of the European Union and ECLAC Summit, in Brussels in 2015. The member countries share a place for convergence policies and territorial development dialogue and EUROsociAL adds inputs to the dialogue, from the wide European experience in this area. In addition to the Latin American member countries, a support group adds OECD and ECLAC, and the Directorate-General for Regional Development of the European Commission and the European Committee of Regions. Some of the initial products of the Network are: a Guatemala-Mexico bi-national plan for cross-border cooperation or the peer review in Mexico and Uruguay.

ECONOMIC AND SOCIAL COUNCILS NETWORK IN LATIN AMERICA AND THE CARIBBEAN

The CESALC (in its Spanish acronym) Network led by the Conselho de Desenvolvimento Econômico e Social de Brazil, was promoted by EUROsociAL in 2013 with the technical support of the European Economic and Social Committee and the Spanish ESC. Its goal is sharing for advancing in the common challenge of the ESC in the region: achieving a higher level of institutionalism, improving their technical and operational ability and achieving greater impact.

EUROSOCIAL AND JUSTICE NETWORKS

One of the recurring itineraries that show the regional/national dynamic of the EUROsociAL Programme is in the justice area. For instance, common protocols and regional guides between some countries are prepared, and afterwards they are implemented at national level, generating direct counseling supported by the Programme for their implementation in the most involved countries.

Collaboration with AIAMP (International Association of Public Ministries) has existed for the approval of regional and national protocols of investigation and crimes of gender-based violence protocols; with AIDDEF (Inter-American Association of Public Defenders), for a regional guide for public defence and comprehensive protection for incarcerated persons (quoted in the 2021 Resolution of the OAS General Assembly); in monitoring guides for human rights in places of deprivation of liberty; in a regional guide for good practices in the enforcement of the United Nations rules about the rights of female prisoners (the Bangkok Rules) and in a Regional Guide for Penitentiary Law.

The Conference of Ministers of Justice of Ibero-American Countries, COMJIB, as a partner of EUROsociAL Programme, has led the actions of fight against gender-based violence and against financial corruption. In addition, EUROsociAL and COMJIB have also collaborated in encouraging agreements at ministerial level that constitute regional standards or rules for social integration and work placement of incarcerated persons—in particular, for women—and for the inter-institutional coordination or with companies. Some projects that have received support are: the Strategic Plan for social integration and work placement for women and youth between 18 and 25 years old that are imprisoned in Uruguay; or regulations for the insertion of incarcerated persons in the penitentiary system of Peru, among others. The last area with a regional project by EUROsociAL and COMJIB has been Alternative Means of Conflict Resolution, MASC. A regional virtual platform has been designed and started up for the divulgation of MASC resources among citizens and a common conceptual map has been approved for the preparation of national strategic plans, that that has been prepared and approved in seven countries.

NETWORK OF NETWORKS TO FIGHT AGAINST CORRUPTION

EUROSociAL boosts a initiative conformed by some of the formal networks that are partners of the Programme, in financial matters (CIAT, Inter-American Centre of Tax Administrations and OLACEFS, Latin American and Caribbean Organization of Supreme Audit Institutions), and in legal matters (AIAMP - Ibero-American Association of Public Prosecutors, Ibero-American Judiciary Summit, IAJC - Inter-American Juridical Committee and COMJIB). The whole framework and each institution independently have approved a series of recommendations for the inter-institutional coordination in the fight against corruption, that afterwards are transferred into protocols at national level.

OTHER NETWORKS

EFUS (European Forum for Urban Security), that has driven a regional model for social prevention of violence; OIS (Organization of Ibero-American States), working in systems of professional qualifications and in education; IDLO (International Development Law Organization), that has promoted a model of Houses of Rights and its spreading throughout Latin America; and the Public Budget International Association (ASIP), are also international networks and institutions involved in the Programme as partners. Finally, it is worth mentioning the collaboration of EUROsociAL with civil society networks as FEANTSA (European Federation of National Organisations working with the Homeless) or ALACS (International Transparency).

PUBLICATIONS



► Regional work of EUROsociAL with networks. Report about the Programme with networks



► Regional Development and Policy in Europe: Contributions for the debate in Latin America



► Regional Guide for the Public Defence and the Comprehensive Protection of Incarcerated Persons



► Model of Archives of the Transparency and Information Access Network



► National strategies and policies for territorial cohesion. Case studies in Latin America and Europe

ARTICULATION OF STAKEHOLDERS

Promoting inter-institutional, intra-country and coordination between different government levels

The intervention of several stakeholders in the different phases of a public policy (building of the agenda, drafting, implementation, and assessment) is crucial to make sure goals are achieved. In many occasions, lack of dialogue, over-imposing structures and functions, inertias or a wrong division of work are obstacles against the effective implementation of a policy.

Because of its features and work modes, the EUROsocial programme has resulted in a useful and effective tool to ensure and boost the articulation of stakeholders at a country level. Because it is an external stakeholder, only interested in supporting the policies in the country, EUROsocial is perceived by the institutions as a facilitator, whether to drive processes or to speed up situations of institutional blocking.

EUROsocial is supporting the articulation of stakeholders mainly in three areas: inter-institutional, intra-country and between different government levels.

INTER-INSTITUTIONAL COORDINATION ABOUT A PROBLEM AT A GOVERNMENT LEVEL, TO ENSURE THE INTER-SECTORAL APPROACH OF THE POLICIES

Social issues do not strictly correspond with the sectors defined by public policies (justice, health, etc.) and their corresponding ministries. Addressing them needs a coordinated effort between sectoral coordinators of the policies, in order to find comprehensive solutions.

EUROsocial has focused its action towards problems or collectives that require this approach. In addition to some action lines that are purely inter-sectoral, as the labour re-integration for incarcerated people, fiscal education, linking plan-budget, or exit strategies for the Conditional Transference Programmes (PTC), this inter-institutional coordination has been promoted in several actions. Some examples:

- ▶ Inter-institutional agreement (education, health, universities) for the national route of family doctors training in Colombia.
- ▶ Comprehensive care for gender-based violence victims in Honduras.
- ▶ Care for incarcerated women in Guatemala.
- ▶ Transition school-work in Peru.
- ▶ National Strategy for Poverty Reduction in Costa Rica.
- ▶ Central registration system for social information in Paraguay.



EXPERIENCE INTER-INSTITUTIONAL COORDINATION FOR THE FIGHT AGAINST CORRUPTION IN HONDURAS

Inter-institutional coordination is key in the fight against corruption: it speeds up the processes and avoids information duplication.

Honduras has clearly taken this route by signing an inter-institutional agreement. Signed by the Judicial Power, the General Coordination of the Government, the Prosecutor, the National Commission for Banks and Insurance, the Attorney-General, the High Court of Auditors and the Executive Revenue Directorate, the agreement means the launching of an Anti-Corruption Inter-Agency Board. It also envisages the creation of a national strategy against corruption, the establishment of information exchange mechanisms avoiding individuals suspected of committing crimes of owning properties, money, creating societies or transferring funds abroad.

EUROsocial's support to this process (with consulting, visits to Spain and the United Kingdom and regional and national workshops) has been key. It falls within the working line of coordination between institutions from the Executive authority and the justice system for investigating and punishing cases of corruption and economic-finance crimes (it gathers the main regional networks for justice, finances and governance: AIAMP, CJI, COMJIB, CIAT and OLACEFS).

IN FIGURES



INTRA-COUNTRY ARTICULATION

BETWEEN STAKEHOLDERS WITH DIFFERENT ORIGINS (EXECUTIVE, JUDICIARY, LEGISLATIVE, CIVIL SOCIETY AND PRIVATE SECTOR INSTITUTIONS)

Although EUROsocial has been designed to work with Governments, it also promotes cooperation with other stakeholders whose involvement is valuable to improve social cohesion: judicial powers, parliaments, civil society or the private sector. In the programme there are many actions that promote the coordination of intra-country stakeholders. The following are worth mentioning:

- ▶ Participation of civil and entrepreneurial society in the fight against corruption in Peru, Brazil and Colombia.
- ▶ Coordination for the implementation of the Law for the Access to Information in Colombia.
- ▶ Law for the Economic and Social Council in Honduras.
- ▶ Model of productive activities in Brazilian prisons.
- ▶ Creation of an inter-cultural justice system in Peru.
- ▶ Agreements between tax administrations and universities in eight countries for the creation of Tax Support Centres for low income people.

ARTICULATION BETWEEN DIFFERENT GOVERNMENT LEVELS

TO ENSURE MULTI-LEVEL GOVERNANCE AND THE TERRITORIALISATION OF POLICIES

In addition to the regional development action, that supports territorial convergence processes, EUROsocial is accompanying the coordination between different Governmental institutions and the territorial levels in order to implement public policies. Particularly supporting pilot projects —a defined area— as a phase prior to the escalation of a policy to the national level. There are many examples:

- ▶ Coordination of national and local stakeholders for the Violence Prevention Strategy in Panama.
- ▶ Reinforcing the board of programmes as a multi-level governance mechanism in the provinces of Misiones and Tucumán, in Argentina.
- ▶ Pilot of orientation and legal assistance to transboundary women in violence situations in the Upala district, Costa Rica.
- ▶ Pilot project for the attention of people with mental disabilities in Santo Domingo de los Tsachilas, Ecuador.
- ▶ Pilot project for Territorial Economic Development Strategy in the Department of Zacapa, in Guatemala.
- ▶ Territorial deconcentration of the Honduras Secretariat for Inclusion and Social Development services.
- ▶ Improvement of the attention in the territorial services of the Uruguayan Ministry of Social Development.

EXPERIENCE

PENAL INSTITUTIONS AND CIVIL SOCIETY, TOGETHER WITH THE REHABILITATION OF INCARCERATED PERSONS IN BRAZIL

Brazil is facing an important challenge in the area of penitentiary policies: the high rate of recidivism, reaching the 85%. Improving the social and professional reintegration is, thus, a priority for the Federal Government, and in particular for the National Penitentiary Department (DEPEN). With the support of EUROsocial, DEPEN has broadened its collaboration with the Protection and Assistance to Convicts Association (APAC). This civil society institution has been managing for 40 years several public prisons with the aim of humanizing the sentences and promoting the human rights of incarcerated persons. These prisons have significantly positive results, with a recidivism rate between 10-15%.

As a result of this collaboration, a model for implementing productive activities within the prisons has been implemented, taking as a reference the experience of social cooperatives working in Europe. In addition, the Government has prepared a guiding document regarding penitentiary issues, which establishes the spreading of the APAC document at the federal level.

EXPERIENCE

REGIONAL DEVELOPMENT IS A MATTER OF CO- RESPONSABILITIES, MEXICO

EUROsocial is supporting the Secretariat of Agricultural, Territorial and Urban Development from Mexico, SEDATU, in launching its National Strategy for Regional Development, coordinated through three regional programmes: north, centre and south-southeast. This strategy belongs to a regionalisation based in the associative principle between the governments of the federal bodies (States) and in the hypothesis that regional development has a multi-dimensional nature that embeds: competitive economic development, social inclusion and cohesion, environmental sustainability, urban development, rural development, and territorial balance.

EUROsocial is not only supporting the coordination between the central level, federal bodies and local governments with a specific mechanism for multilevel governance. The implementation of the three programmes means coordinating and aligning the efforts from the three government levels in a multi-level agenda. Therefore, it is working through pilot actions in increasing institutional capital, particularly at the local level, to run viable projects that respond in an effective way to the approved programmes.

PUBLICATIONS



- ▶ National strategies and policies for territorial cohesion. Case studies in Latin America
- ▶ Model for the comprehensive care of women related with penal processes and their dependent family members in vulnerable situations
- ▶ Inter-institutional protocol in the field of social integration and work placement



- ▶ Inter-institutional coordination experiences for the fight against economic-financial crimes linked to corruption in Latin America and the European Union
- ▶ Inter-institutional coordination mechanisms in the field of gender-based violence

COMPLEMENTARITY WITH EUROPEAN UNION PROGRAMMES

Looking for synergies: main EU programmes with which EUROsociAL works



One of the pillars of the international agenda of the effectiveness of aid is complementarity. It is a guiding principle of the EU cooperation, included in the *Code of Conduct on Complementarity and Division of Labour in the Development Policy* adopted in 2007. The European Commission defines complementarity as the optimal division of labour between different stakeholders in order to make the best possible use of the human and economic resources. In this regard, EUROsociAL has among its principles of action the collaboration and creation of synergies with the programmes and institutions whose objectives converge with or complement the working lines of the Programme in the different countries, particularly with the European Union programmes.

The Programme works with many different lines, whose objectives converge with and complement

initiatives addressed by the European Union in certain countries. Mainly, shared challenges in Colombia, Guatemala, Mexico, Panama, Honduras, El Salvador and Uruguay are addressed.

URUGUAY: SOCIAL REHABILITATION OF INCARCERATED PERSONS

EUROsociAL, in its working line for social rehabilitation of incarcerated persons, has found synergies with the EU support programme "Support to the penal system reform and to the improvement of life conditions and socio-economical rehabilitation of incarcerated persons", whose goal is the improvement of social inclusion in Uruguay

through the realisation of an efficient and respectful of human rights penal justice system. EUROsociAL has supported the section regarding Justice Administration and the implementation of the Strategic Plan for the Social Integration and Work Placement for women, as one of the dimensions of the reform.

MEXICO: COLLABORATION WITH THE SOCIAL COHESION LABORATORY

Since 2013, a dialogue was initiated within the framework of two actions: equity for health and regional development in order to converge efforts with the Social Cohesion Laboratory from Mexico and the European Union, both in the first and in the second phase.

In terms of regional development, EUROsociAL has joined the work made by the laboratory with local authorities, supporting SEDATU in the coordination between different government levels. In 2014, the annual meeting of the Latin American Network for Public Policies for Regional Development was organised jointly.

In the health area, in 2015 a joint workshop was organised to accompany the efforts of the Health Secretariat in monitoring inequalities in the health area.

PANAMA: COLLABORATION WITH SECOPA

SECOPA is a bilateral European Union programme that supports the Security sector in many areas, as prisons, statistics, intelligence, application of the accusatorial system, prevention and inter-institutional coordination, among others.

Their sphere of action is coincident with the public safety feature of EUROsociAL and, in this regard, exchange work is being done regarding work guidelines for both programmes, identifying possible collaboration areas.



GUATEMALA: CITIZEN SECURITY AND YOUTH EMPLOYMENT

CITIZEN SECURITY, THE EUROSOCIAL AND EU SEJUST PROGRAMME WORK

SEJUST is the European Union Support Programme to Security and Justice in Guatemala and it works with institutions from the Security and Justice area, aiming the improvement of the quality and access to the Justice services, and decreasing the high level of impunity, ensuring the proper processing, promoting respect for the victims' and vulnerable groups' rights, and pursuing the reeducation of adolescents in conflict with penal law.

EUROSociAL is supporting Guatemala in the implementation of the National Policy for Violence Prevention, and in order to do so, it works in collaboration with SEJUST Project. In this regard, the Programme is focused in one of the features of the policy implementation: inter-institutional coordination with the local level.

"EMPLOYMENT GENERATION AND VOCATIONAL EDUCATION FOR YOUNG PEOPLE" PROGRAMME

According to the active employment policies, EUROsociAL launched in 2014 a dialogue with the Ministry of Employment from Guatemala in order to support, since 2015, a one stop shop for the employment system. In order to design this support line, EUROsociAL has collaborated closely with the EU programme "Employment Generation and Vocational Education for Young People".

HONDURAS: ACCESS TO FAST AND ACCESIBLE JUSTICE, AND DECENT EMPLOYMENT

In 2004, EUROsociAL launched a dialogue with the EU programme "Promoting a fast and accessible justice" and its actions have been completed in 2015.

In Honduras, there is a close collaboration between ESII and the European Union Delegacion in the area of employment promotion, in order to follow up and encourage the alignment with the already initiated projects in the employment area since EUROsociAL II. In particular, there was a collaboration with Honduras to launch the "Euro + Labour" Programme with the specific goal of increasing the government ability to systematically promote decent employment (reducing underemployment and unemployment).

EL SALVADOR: YOUTH EMPLOYABILITY

EUROSociAL has supported the design of the "Presidential programme for youth employment and employability". In this area, the EU intends to launch a bilateral youth support programme and the work done is going to be shared in order to allow the implementation under the new programme.

COMPLEMENTARITY WITH OTHER INTERNATIONAL INSTITUTIONS

In addition to the complementarity of the bilateral projects of European cooperation, EUROsociAL has promoted synergies with initiatives from other international institutions. Noteworthy are the collaboration with the Inter-American Development Bank (IADB - Banco Interamericano de Desarrollo), the Organization of American States (OAS) and the International Labour Organization (ILO).

ACTUE PROGRAMME IN COLOMBIA: ADDING TRANSPARENCY AND THE RATIONAL USE OF MEDICINES



EUROSociAL and the bilateral cooperation project to fight against corruption and transparency (ACTUE) work in a co-ordinated and complementary way both with the Secretariat of Transparency and the Ministry of Health in supporting the rational use of medicines.

In this regard, EUROsociAL's support to the Secretariat of Transparency of Colombia for the creation of the new transparency and fight against corruption policy has laid the foundation stone for the delegated cooperation project ACTUE. This project, launched in 2013, has the goal of implementing this new policy.

Since 2014, EUROsociAL has continued to support the Secretariat of Transparency for implementing the Transparency Law, achieving many relevant products as the coordinating strategy between the institutions implementing the law, the archive management model, the companies with ethical practices registry, etc., thus complementing ACTUE's activities.

In addition, there have been synergies regarding the rational use of medicines. The Ministry of Health from Colombia has launched a reform in order to improve transparency in the pharmaceutical sector regarding its relationship with medical staff and ensuring the creation and dissemination of independent information regarding medicines. EUROsociAL and ACTUE have worked together with the ministry team and have supported the creation of differentiated products (for EUROsociAL, information bulletins, computing platform for the pilot project and draft resolution).

VIDEOS



Interview with Tanya Van Gool, European Union ambassador in Colombia



Interview with Camilo Enciso, Secretary for Transparency from Colombia

GENDER APPROACH

EUROsociAL's commitment to gender equity



Inequality between men and women is a structural issue that crosses societies and decreases women's rights and welfare, overlapping with other causes for inequality.

Taking into account the importance of inequality between men and women for social cohesion, the EUROsociAL programme has showed, since its creation, an active commitment with gender inequality through many actions aimed at the promotion of the gender approach: both in the programming and development of the Programme activities, and in the public policies that EUROsociAL is supporting or accompanying.

SUPPORTED PUBLIC POLICIES: REMARKABLE INITIATIVES UNDER GENDER APPROACH

EUROsociAL has supported policies or policy tools with significant effects in gender inequality in Latin America, mainly in the area of specific policies against gender-based violence and for the protection of women within vulnerable groups. In addition, the programme has supported social, educational and health policies that have taken into account gender differences in their formulation or implementation. In this regard, there are significant actions in

the different subject areas that have focused or addressed in matters that are present in the region's agenda for the improvement of women protection, opportunities and rights.

JUSTICE AND SECURITY

The actions have had a more developed gender element in the justice area and, together with the existence of a specific working line about gender-based violence, important efforts have been made so the administration of justice takes into account gender determinants that influence its access, commission of crimes and enforcement of penalties. The discussion in this area with 23 specific institutions for equity or women progress or women's associations is remarkable, contributing to achieve significant results in different areas:

Gender-based violence: crime investigation, victims care and inter-institutional coordination. Development of coordination tools and protocols of police and prosecutors forces in the investigation stage, and, the remaining stakeholders implied in direct victim care and reparation is supported. It is worth stressing:

► At the regional level, the development of three protocols that address investigation, victim care and coordination between different Justice Institutions.

► At the national level, development, implementation and launching of protocols in Panama, Costa Rica, Ecuador, Nicaragua, Paraguay and Brazil, regarding police investigation and coordination.

Access to law, justice and defence for the most vulnerable. Specifically, actions aimed at women in special situations of vulnerability are addressed: victims of trafficking, migrants, violence victims and incarcerated women.

► Trafficking victims: approval of a care protocol in Chile.

► Violence victims: approval of a care protocol in Argentina, of a comprehensive care protocol for violence victims in Honduras, and creation of a House of Rights for women.

► Migrant women: launching of a legal advice assistance service for transboundary women in Costa Rica.

► Incarcerated women: the work of the public defenders in several countries in the attention of the specific situation of imprisoned women is addressed. In Guatemala, Costa Rica and Argentina, addressing the situation of women with children and dependent people. In Peru, Chile and Costa Rica, the focus was set on foreign women, and in Ecuador and Nicaragua the gender approach was addressed regarding the attention given by the public defenders offices.

Rehabilitation of incarcerated persons. A specific gender element was added in the work with incarcerated women. Women constitute a group with a higher level of rehabilitation and lower levels of recidivism. They also have greater causal link with the crime, related with a lack of employment opportunities and their lack of training. Remarkable actions:

► It is noteworthy the contribution of the programme in socio-labour rehabilitation policies for women in Uruguay and Chile in the preparation of the rehabilitation policy. Furthermore, labour integration rules and an informative guide for its application in the penitentiary system and for raising awareness among the general population were published.

In the Security area, in terms of **violence prevention**, the incorporation of an equity and dignity strategy with a gender approach in the Regional Model for Comprehensive Policy for Violence and Crime Prevention stands out, and the drafting of an operational guide for gender mainstreaming in prevention policies within the regional framework.

IN FIGURES

Participation by institutions for the advancement of women

COMMUNICATION WITH:

28 BODIES AND ORGANISATIONS FOR PROMOTION OF WOMEN



24 LATIN AMERICAN ENTITIES



4 EUROPEAN ENTITIES

PARTICIPATING IN:

7 ACTIONS
74 ACTIVITIES

Participation of women in the programme

50,5% OF THE PEOPLE PARTICIPATING

47,7% OF THE LATIN AMERICAN EXPERTISE

40% OF THE EUROPEAN EXPERTISE

35% OF SENIOR OFFICIALS

SOCIAL PROTECTION AND EMPLOYMENT

The working line “**Strengthening and extending comprehensive social protection systems**” stands out, particularly regarding the support of legislative reforms and the amelioration of plans and services that incorporate people with disability, early childhood, elder adults and domestic workers. It contributes to strengthen the social protection and public care systems, mainly, labour and educational integration for women that have traditionally assumed the role of caregivers. In addition, the support for the protection of women domestic workers implies social recognition and the promotion of work safety for a mostly female population.

- Care policies for early childhood: working at the regional level for the setting of common and at the national level guidelines in Costa Rica, Peru, Chile and Uruguay.
- Care policies for elder adults: at the regional level in the establishment of common and at the national level guidelines with Chile, Honduras, El Salvador and Uruguay.
- Disability policies in Honduras, Ecuador and Uruguay.
- Regularisation and acquisition of rights for women domestic workers in Brazil.
- Innovation of methods and contents of the presidential programme “Más Capaz” from Chile (integration into the labour market for 300,000 women).

HEALTH

The working line for the “**Improvement in equity with-in health care systems**” approaches gender as one of the social determinants that has an impact on inequalities in health, and the need of taking these differences into account in order to address care, human resources, measuring and medicine policies.

EDUCATION

The working line for the “**Prevention of academic failure, continuation and reincorporation**” considers gender approach as one of the main elements to be taken into account.

- In Costa Rica, stands out the support to the Ministry of Education in the launching of a national programme for the affectivity and comprehensive sexuality development (sexual and reproductive health), that is expected to have an impact in the reduction of school-leaving due to teenage pregnancy.

GENDER MAINSTREAMING IN THE PROGRAMME

Regarding interventions development, EUROsociAL has, since 2012, a “Gender mainstreaming guide”. It is a technical reference guide that includes guidelines so all Programme stakeholders introduce a gender approach into their policies, actions and activities. In addition, gender is present in the EUROsociAL debates, being particularly remarkable the debate within the framework of the Programme’s annual meetings.

INTERSECTORIALITY: THE GENDER-BASED VIOLENCE EXPERIENCE



In order to be able to successfully affect complex problems, it is necessary to attack them from different angles. Therefore, involvement and joint efforts in a common working line from different areas of the programme is mandatory.

A notable example is the inter-institutional and intersectoral focus that has been provided within the area of gender-based violence. Initially undertaken by the justice area, it is an intervention that involves institutions and actions from other areas of the programme for its comprehensive consideration like health, security and social services.

In this regard, in the second meeting of the Programme, a common workshop between the areas of justice and citizen security took place, and the consequences of gender-based in security and the chances of acting over gender violence in this area were studied.

Another remarkable example has started since the approval of the Protocol to Fight Against Violence in Honduras, supported by the working line of access to law and whose active implementation brings together (in addition to the partners in the action against gender-based violence), other Programme partners in order to make possible its application from all perspectives.

PUBLICATIONS



- Gender approach in EUROsociAL. Report on the addition of the gender approach in the Programme
- Guide for the gender mainstreaming in EUROsociAL

VULNERABLE GROUPS

Addressing vulnerability at EUROsocial



The vulnerability perspective seems to respond to the new situation in Latin America, where the success in poverty reduction over the last decade has given visibility to the structural problem of inequality (and social disadvantages) and, hence, the concern for the welfare of individuals and households. From the Latin American entirety population, 37.9% are not poor but vulnerable social strata.

EUROsocial has been focused on vulnerability of certain groups and, hence, on the problems that it involves for social cohesion. Namely, it is focused in the population groups that, due to their age, gender, ethnic origin and/or physical or mental condition are at risk, preventing them of development and access to better welfare conditions.

CHILDREN AND ADOLESCENTS

CHILD POVERTY

► In **Brazil**, the Single System for Social Assistance has been supported, in order to improve the quality of

life of homeless people, paying special attention to children and adolescents.

► In **Paraguay**, the reform of the “Abrazos” (Hugs) programme has been supported, for the prevention, intervention and protection of children and adolescents that carry out economic activities in public spaces, brickworks, landfills and agriculture.

EARLY CHILDHOOD CARE

► In **Costa Rica**, the implementation of the National Network for Child Care and Development (REDCUDI) has been supported.

► In **Chile**, the draft of a law regarding child care in working places has been supported. It has also contributed to the draft of the Law for the Universal Guarantee of Childhood Rights and a multi-annual plan to initiate policies that guarantee children rights.

► In **Colombia**, improvement of the national system of early childhood care in three areas (services quality, professionalization of the HH RR and financing on demand) has been supported.

► In **Costa Rica**, a model for inter-institutional coordination for the comprehensive attention to women linked

with penal processes and their family dependents in vulnerable position has been supported. Among the institutions linked to this network is REDCUDI.

► In **Argentina**, work has also been performed for the launching of an inter-institutional network for the comprehensive care of incarcerated women.

► In **Guatemala**, a specific protocol of action for incarcerated women and their minor age children in places of deprivation of liberty, specifically, and with children out of prison, in general, has been endorsed.

PRE-SCHOOL AND PRIMARY SCHOOL

► In **Colombia**, it is underpinned the creation of a management and attention model for rural boarding schools, within the framework of the new National Development Plan, as a comprehensive part of the flexible educational models strategy.

PEOPLE LIVING IN EXTREME POVERTY

► In **Brazil, Colombia, Costa Rica, Guatemala, El Salvador, Honduras, Ecuador, Paraguay, Peru and Uruguay** the innovation of some monetary transfers programmes, has been supported. In particular, (a) their link with measures and services for occupational and productive inclusion, and (b) the improvement of their operational and management designs and its integration in the social protection systems have been endorsed.

INDIGENOUS AND AFRO-DESCENDANT PEOPLE

ACCESS TO JUSTICE

► In **Brazil**, a protocol for the reduction of burdens for blacks in violence situation has been implemented.

► In **Peru**, two protocols have been implemented: to bring in co-proprietors and patrollers (ronderos) to the judicial court proceedings, and legal assistance and guidance with a multi-cultural approach.

► In **Honduras**, patterns used by Afro-Honduran and indigenous people as an alternate mechanism for conflict resolution have been implemented.

► In **Chile**, a protocol for the criminal defence of foreign indigenous incarcerated women linked with drug trafficking has been implemented.

ACCESS TO HEALTHCARE SERVICES

In **Colombia**, a model for primary health care, where both western and traditional indigenous medicine are used, has been implemented.

ELDERLY ADULTS

SOCIAL PROTECTION AND WELFARE

► In **Chile**, the launching of a universal system for elderly adults care is being supported and the models for attention and management of the home care and day health centres have been improved.

► In **Honduras**, the design and approval of a national policy for elderly adults care is being supported.

ACCESS TO JUSTICE

In **Chile**, a protocol for legal assistance for elderly adults is being implemented.

PEOPLE WITH DISABILITY

SOCIAL PROTECTION AND LABOUR INTEGRATION

► In **Ecuador**, the launching of an inter-sectorial model for people with disability (including mental) care is being supported.

► In **Honduras**, the drafting and implementation of the policy for the exercise of rights of people with disability and their social inclusion has been supported.

► In **Colombia**, the application of a new regulation that improves labour integration of people with disability is being supported.

ACCESS TO JUSTICE

► In **Costa Rica**, the implementation of two protocols is being supported: care for people with psychosocial disability and accreditation of adequacy for court interpreters of LESCO (Costa Rican Sign Language).

► In **Argentina**, the implementation of two protocols is supported: for people with disability with proposals for an adequate treatment and to guarantee the right to vote for intellectual and psychosocial disabled people.

► In **Paraguay**, the implementation of the protocol for people with psycho-social disability is supported.

INCARCERATED PEOPLE

ATTENTION TO WOMEN

► In **Guatemala**, it has been implemented a protocol for individual attention and interdisciplinary in the separation process between incarcerated women and their minor age children that live with them in prison until they are three years old.

► In **Peru**, a protocol for public defence related with the access to justice for incarcerated women is implemented.

► In **Chile**, the approval of the penitentiary public policy for women social integration and work placement is supported.

► In **Nicaragua**, a strategic plan for social integration and work placement for women is implemented and the regional rules for labour and productive rehabilitation of women is applied.

► In **Uruguay**, a strategic plan for social and labour rehabilitation for women is implemented.

INSERTION OF YOUNG PEOPLE IN THE FORMAL LABOUR MARKET IN PERU



According to ILO, the 85% of young Peruvians between 15 and 24 years old is working without an employment contract. Peru is trying to confront the informality problem, and more specifically, the insertion of young people in the formal labour market with the development of active employment policies. Among them, the creation of public employment services is worth stressing. In 2012 the One-Stop-Shop for Employment Promotion (VUPE) that coordinates both physically and in computing terms, in a single place, twelve employment promotion services aimed at labour integration, the improvement of employability and the development of sustainable ventures.

Among this services, some are expressly focused towards youth, specifically:

► For job seekers, the single working certificate enables youth access to documents requested by companies, saving time and money, and will allow to apply for jobs without these constraints.

► For entrepreneurs, the programme “Jóvenes a la Obra” (Youth Working), through training and assessment is developing and strengthening in young people the skills needed to launch their own business.

► For students from the 4th and 5th year of secondary education, the vocational guidance and occupational information service facilitates the development of training itineraries, improving possibilities for labour market integration.

The success these services have had relied mainly in decentralised and coordinated labour with the regional governments. Today, there are 27 employment centres in 24 regions in Peru.

EUROSociAL has contributed with the preparation of the design for the VUPE model, allowing the exchange with the Colombian Ministry of Labour, that has recently expanded its National Network of Employment Centres. VUPES have also been provided with a distance platform to train their operators.

PUBLICATIONS



► Vulnerable groups in EUROsociAL. Report on the addressing of vulnerability on the Programme

► Quality of the long-term services for dependent elderly people

► Good practices guide to fight racism through the work of Community Workers for Justice and Citizenship in Brazil



► Protocol for the public defence relative to the access to justice of youth and foreign incarcerated women

► Quality in care and education for early childhood in Latin America. Equity for today and tomorrow



YOUTH FOCUS

EUROsociAL boosting policies for young people



Social cohesion comes through social, economic and political inclusion for the countries' youth, and that implies access to social services, employment and social protection, as well as participatory and incidence areas.

Although Latin America has the broadest young generation with a higher rate of access to education and information, it is also the generation with a lowest rate of employment and participation access, and it involves serious risks of social exclusion.

EUROsociAL does not lose sight of the importance of youth needs for the present and the future of Latin America, and of the ability of public policies to boost effective advances in their opportunities and rights, and thus promoting social cohesion.

In this regard, the Programme collaborates supporting governments in the region policies and initiatives that help improving the inclusion of youth into society and the defence and recognition of their rights and interests in order to build more cohesive societies in the future.

SUPPORTED PUBLIC POLICIES

The Programme has supported policies or initiatives from the governments in the region, focusing its efforts mainly in the action areas more directly related with the youth policies as, on the one side, justice and citizen security areas in terms of both access to law as in the area of youth in conflict with law and

violence prevention, and on the other, educational initiatives to prevent early school leaving and the specific promotion of youth employment.

JUSTICE

The Programme has paid particular attention to the youth area in its different working lines: on the one side, for a better knowledge and access to their rights and conflict resolution for youth, and on the other, for youngsters in conflict with the law. In this last area, work has particularly been made in the role of public defender's offices to protect the rights of young incarcerated people and in terms of social rehabilitation.

ACCESS TO JUSTICE, DISSEMINATION OF RIGHTS AND LEGAL ASSISTANCE AND ALTERNATE MECHANISMS FOR CONFLICT RESOLUTION (MASC)

- In **Brazil**, actions have been made for raising awareness and a protocol for the reduction of barriers to access to justice for young blacks. In addition, work has been made in a good practice guide for combating racism within the work of community justice stakeholders. A House of Rights in Cidade de Deus was founded, where assistance is given to youth population.
- In **Uruguay**, there has been collaboration for raising awareness and give training to justice

professionals for mediation in the area of juvenile criminal justice.

- In **Argentina**, work is being made for the implementation of the National Plan for the Access to Justice with the awareness campaign "No te cuelgues" (Don't hang up) to disseminate the right to education for young people in vulnerable conditions.

PUBLIC DEFENDER'S OFFICES AND REHABILITATION OF INCARCERATED PERSONS

In **Peru**, contributions are being made to the draft of a protocol for public defence regarding access to justice for youth and foreign incarcerated women. In Uruguay and Panamá, there has been collaboration for the drafting of a Strategic Plan for Social Integration and Work Placement for women and youth between 18 and 25 years old in situation of imprisonment, and in Costa Rica the Programme has collaborated in the draft of the National Strategic Plan for Adolescents Rehabilitation.

HEALTH

Regarding the working line about "Equity improvement in the health care systems", it is worth highlighting the help provided for the establishment of family medicine in Colombia that brings an approach focused in the different stages of life, with both physical and social constraints.

SOCIAL PROTECTION

The working line "Strengthening and expansion of comprehensive social protection systems", lays on starting lines for grantees of conditioned transferences programmes, linking them with labour integration.

- **Colombia**: supporting model for labour integration and alliances building with youth business work and training in cross-cutting competencies.
- Review of the "Young protagonists" programme in **Guatemala**.
- Structuring of the strategic programme for youth employment and stability in the five-year-plan of **El Salvador**.

CITIZEN SECURITY

EUROSociAL is backing the implementation of public policies within the “Violence prevention” working line, mainly focused in youth violence through improvements in the stakeholders coordination processes and the prevention and treatment in cases of adolescents in conflict with the law. The following initiatives should be pointed out:

- ▶ In **Colombia**, the inter-institutional coordination of the national policy for youth violence prevention.
- ▶ In **Peru**, the creation of tools to draft a juvenile criminal law.
- ▶ In **Costa Rica**, the drafting of an action protocol for juvenile criminal proceedings processes under the principles of restorative justice.
- ▶ In **Ecuador**, the methodological support to the Ministry Programme for Social Prevention of Violence and Crime in Priority Attention Youth.
- ▶ In **Uruguay**, the implementation of the Local Plan for Local Integrated Management of Citizen Security with changes in the police action pattern in terms of juvenile violence prevention.
- ▶ In the **regional area**: Brazil, Chile, Colombia, Costa Rica, Mexico, Panamá and Peru have received information regarding the European systems for juvenile justice.

EDUCATION

The EUROsociAL work in the “Academic failure prevention, attendance and reincorporation” line is focused, mainly, in school-leaving prevention and in the transition school-work. The work of the Programme in the following areas is worth underlining:

- ▶ In the **regional area**: policy definition in youth and employment areas, with a focus on the school-work transition in collaboration with ILO. In this initiative, Ecuador, Uruguay, Colombia, Chile, Peru, Paraguay and Costa Rica are participating.
- ▶ In **Costa Rica**, the implementation of the “Education for affectivity and comprehensive sexuality” programme.
- ▶ In **Ecuador**, the launching of Unified Baccalaureate in Sciences and Technical for youth and adults.



- ▶ In **Paraguay**, the implementation of a strategy for retention in school at national level.
- ▶ In **Uruguay**, the implementation of the integrated and unified information and alert system from the national public education system.
- ▶ In **Colombia**, the drafting of a management and attention model for rural boarding schools.
- ▶ In **Argentina**, the implementation of Youth Parliament as a feature for retention in school.
- ▶ In **Peru**, the approval of the curriculum framework for basic learning for entrepreneurship and the introduction of cross-cutting competencies.
- ▶ In **Chile**, in the process of approval of the Public Education Act and in the reform of technical-professional education.

EMPLOYMENT

Youth unemployment is one of the main issues that affect young population and feed other exclusion factors. Having youth employment as a target, EUROsociAL supports key issues in the government's agendas that involve the coordination between employment and educational policies:

- ▶ In the **regional area**: a distance teaching platform has been created for continuous training of the Public Employment Services operators (Colombia,

Costa Rica and Peru). Work is also being performed with ILO for the revision of public policies lines for youth employment emphasis on the school-work transition, (Costa Rica, Honduras and El Salvador), and ILO is developing them in Uruguay and Chile.

- ▶ In **Brazil**, collaboration has been made in the creation of the “e-Social” platform to improve the unified management of contributions and regularisations coming from social security contributions.

- ▶ In **Chile**, works are being performed for the approval of the national framework for professional qualifications and in the “+Capaz” (+Able) programme for labour integration of inactive young people and women.

- ▶ In **Costa Rica**, work is being made in the reform of the service model and the programme management system “Empléate” (Employ yourself) with the implementation of a methodology for soft skills.

- ▶ In **Colombia**, EUROsociAL has collaborated in the creation of the employment services network (agency, service model, management platform, operators training).

- ▶ In **Guatemala**, contributions have been made for the creation of the One-Stop-Shop Municipal Employment System and works are taking place complementarily with the Employment Generation and Vocational Education Programme for Youth.

- ▶ In **Honduras**, collaborations have been carried out with the new model and working system for the Employment National Service.

PUBLICATIONS



- ▶ Youth in EUROsociAL. Report on the addressing of policies for Youth within the Programme
- ▶ Good practices guide for fighting against racism through the Community Stakeholders for Justice and Citizenship in Brazil

- ▶ Change experiences in secondary school focused on policies aimed at rehabilitation and school retention in Latin America and Europe
- ▶ Protocol for the public defence related to the access to justice for youngsters and foreign incarcerated women

PUBLIC FINANCE

The working line “Fiscal education” aims the development, from an early age, of commitment attitudes towards the rules of democratic coexistence.

- ▶ Contributions have been made to the creation of NAF (Centres for Accounting and Tax Support) in universities from Brazil, Chile, Costa Rica, El Salvador, Guatemala, Bolivia, Honduras, Mexico and Paraguay.
- ▶ Formal training in fiscal education in universities and in secondary education in Brazil, Chile, Costa Rica, El Salvador, Mexico, Paraguay and Uruguay has also been fostered.
- ▶ From the regional angle, assessment and monitoring tools have been created, and fiscal education video-games and a television series have been adapted to the context of Mexico, Brazil, Costa Rica, Guatemala, Honduras, Bolivia and Uruguay.



EDUCATION
HEALTH
SOCIAL PROTECTION
EMPLOYMENT
PUBLIC FINANCE
DEMOCRATIC INSTITUTIONALISM
SOCIAL DIALOGUE
DECENTRALIZATION
JUSTICE
CITIZEN SECURITY

DIALOGUE FOR ACTION

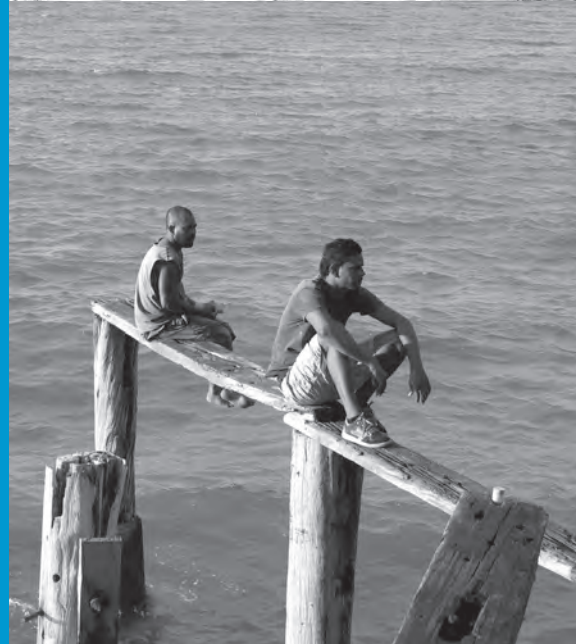
RELEVANT EXPERIENCES

EUROsocial is supporting the design and implementation of processes for public policies already running in Latin American countries.

Therefore, its intervention is results-oriented and promotes tangible changes, both at the national and the regional level. In order to document those changes, hereafter some relevant experiences from the Programme that constitute a representative sample of their 10 subject areas are presented. Country context, support and contribution of EUROsocial to the documented processes, products and the results achieved, as well as the cross-cutting dynamics that have characterised the Programme's intervention to support these changes are analyzed.

ARGENTINA
BOLIVIA
BRAZIL
CHILE
COLOMBIA
COSTA RICA
ECUADOR
EL SALVADOR

GUATEMALA
HONDURAS
MEXICO
PANAMA
PARAGUAY
PERU
URUGUAY
REGIONAL



MULTILEVEL COORDINATION

Setting up tools for the improvement in coordination between different government levels

EUROsocial has collaborated with the Promotion for the Regional Development Board from Argentina and has supported pilot actions in some territories to coordinate different government levels.



THE PROMOTION FOR REGIONAL DEVELOPMENT BOARD AS A PLACE FOR INTER-SECTORAL AND MULTI-LEVEL COORDINATION

On the need of working in a co-ordinated manner between different ministries to coordinate national programmes and projects with territorial implementation, the Programmes for Promotion of the Regional Development Board was created in 2012 in Argentina, linked to the Ministry of Industry. It is designed to be an open space for coordination/dialogue, multi-level, that can include all the government structures implied in projects or programmes that generate a regional impact. In addition, the Board conceives regional development from a multi-dimension approach, not only dependant on the action of the State but also on the coordination of other social and productive stakeholders.

EUROsocial has supported the Programmes for Regional Development Board, giving it a higher rate of

coordination, systematizing processes and refining its functions. Through elements transferred from regional European policy, whose implementation is based in a multi-level governance model, a regulation was prepared, which is expected to enhance the integration of the strategic, programmatic and operational levels; improve public interventions systems and its modes of implementation; increase efficiency, effectiveness and sustainability of multi-sectorial or multi-level territorial interventions funded with national resources or donors.

This Board involves the Ministry of Labour, Employment and Social Security; Ministry of Education; Ministry of Agriculture, Livestock and Fisheries; Ministry of Economy and Public Finance; Ministry of Social Development; Ministry of Science, Technology and Productive Innovation; Ministry of Tourism, Ministry of Interior and of Transport, and Chief Cabinet of Ministries. Through the mediation of EUROsocial, the Chancellery and the Ministry of Planning were also invited into the Board.

DECENTRALIZATION



REGIONAL DEVELOPMENT

ARGENTINA

EUROSOCIAL'S CONTRIBUTION TO THE PROMOTION OF REGIONAL DEVELOPMENT

Under the pedagogic concept of "learning by doing", the collaboration of EUROsocial, in addition to the support to the Board itself, has also included pilot actions in some territories where actions are already being taken in coordination with the sub-national government, promoted by the central government. In fact, the addition of knowledge derived from successful European experiences and a comprehensive analysis of some ongoing initiatives in some of the territories selected by the Board, have allowed the launching of innovative tools that can be applied into other contexts within the country.

The Board has prioritised three types of actions: cross-border cooperation, integrated and sustainable urban development, and rural development. In each of these types of actions, EUROsocial has supported the launching of a pilot intervention.

In the province of Tucumán, works have been made in two pilot projects:

- a) In Alderete, a metropolitan area that has had an exponential growth without any type of plan, a participatory planning process has been supported, promoting a sustained urban development and taking, among others, example of the European experience with the URBACT programme;
- b) In the communes of La Madrid y Colalao, the building of governance mechanisms in rural contexts was supported, thanks to the European experience with Leader Programmes and the creation of the Local Action Groups.

In the triple border between Argentina, Paraguay and Brazil, the application of tools to enable and promote cross-border cooperation was supported, hence allowing the provision of common services by public regional and local authorities from the three countries.

COLLABORATION WITH CONECTADEL



The ConectaDEL Argentina programme, under implementation by IADB-MIF, has collaborated with EUROSociAL in this action, sharing the diagnosis, monitoring and assessment for the ongoing territorial development processes in Argentina. Within the framework of the EUROSociAL interventions, ConectaDel has provided the territories that asked for it with skills that help answering the new modes of action.

EUROSOCIAL'S SUPPORT ITINERARY

2014.

- Prioritise the demand and identification of needs.
- Working plan draft with the Programmes Board.
- Activities launching.

2015.

- Improvement of the operational capability of the Board. Defined and shared Board coordination mechanisms. Central government roles, of the intermediate governments and of the defined territorial stakeholders network.
- Design and appliance of tools and mechanisms for the coordination between different government levels (vertical governance) and between public and private stakeholders from the territory (horizontal governance).

FIRST-HAND

► **Fabiola Bianco**

Secretary of State Minister for Cooperative Action, Mutual, Commerce and Integration for the province of de Misiones



"Thinking of borders and boundaries is anachronistic". The minister advocates for a more active participation of regional governments in the decision-making bodies "because we are in the everyday life of the border experiences".



VIDEOS



Inauguration of the Workshosp about Governance for Cross-border Development

PUBLICATIONS



- Regional Development and Policy in Europe: contributions for the debate
- National strategies and policies for territorial cohesion. Case studies in Latin America

PROVISION OF JOINT HEALTH CARE SERVICES

THE CASE OF THE *PARQUE DE LA SALUD* HOSPITAL IN THE BI-NATIONAL BORDER OF ARGENTINA AND PARAGUAY

For some time now, due to a de facto agreement between the municipalities of Posadas (Argentina) and Encarnación (Paraguay), the Parque de la Salud hospital, at both sides of the border, is shared. Both cities coordinate to have a complete medical pool between both hospitals. However, sharing this service is not immune to problems. Sometimes, the traffic in the Posadas-Encarnación bridge (dividing both countries), collapses because of border control, and the emergency services, forced to cross that control, can be held up to two hours, endangering patients' lives.

Both cities wish to formalise the joint ownership of the two hospitals which they finance and exploit jointly. Those topics are treated by borders committees, where corresponding chancelleries from the different States participate to promote co-operation and regional development in borders areas and to provide agile and pragmatic solutions within border traffic areas. In this regard, works have been made with the chancelleries and the sub-national governments to apply new legal tools that allow the provision of joint services. Europe has broad experience in the appliance of this type of tools. Specifically, the experiences from Gorizia (Slovenia) and Nova Gorica (Italia), complementary cities that share hospitals, transports, water supply and/or sewage have been transferred.

Coordinating Partner



Operating Partners



FISCAL EDUCATION IN BOLIVIA

Building bridges between Tax Administration and citizens

Since 2013, EUROsociAL has supported Bolivia in its interventions within fiscal education to enable the voluntary compliance of the tax obligations, improving tax collection and building a citizenship based in responsibility and solidarity principles. This support has borne fruit.



The goal of a modern Tax Administration is achieving a constant growth in tax collection, as a result of the taxpayers complying voluntarily with fiscal obligations. That outcome is not an easy task, because it involves the commitment from the State and from the citizens; this agreement will only take place if the importance of contributing to the country through tax payment and its proper management are understood.

In recent times, Bolivia has managed to increase its tax load until 28.3% of GDP (with a 6.8% from Direct Hydrocarbon Taxes), with figures over the regional average (21.3% of GDP), but still six points below the average values of OECD. The informal economy of Bolivia is the highest in the region. Despite the progress, tax evasion has very adverse effects: VAT has a default rate of 20.3%, that in 2013 meant a decrease of 1.8% in GDP.

The SIN (Servicio de Impuestos Nacionales - National Tax Service) from Bolivia is aware that coercion can't be the only weapon against fraud. In addition to increased incentives and better services, a change in fiscal awareness requires pedagogy, particularly from an early age.

So, in its Strategic Institutional Plan 2011-2015, Bolivia brings in fiscal education as a priority line of action, establishing by the end of 2011 the programme "Creating Tax Culture". Among its goals, there is "reinforcing the volunteer compliance of tax obligations with an increased tax culture and border security".

The inclusion of tax culture in the regular education (early, primary and secondary), together with working with training institutes of technical superior training and the universities, has created a favourable scenario.

PUBLIC FINANCE



FISCAL EDUCATION

BOLIVIA

EUROSOCIAL'S SUPPORT

In this context, "SIN" has joined the action from EUROsociAL aimed at the strengthening of the fiscal education programmes in Latin America. Within this framework, Bolivia has driven the initiative of the Núcleos de Apoyo Contable y Fiscal (NAF - Centres for Accounting and Tax Support), the creation of a recreational-educational hall, the adaptation of educational video-games, and the improvement of their monitoring activities and assessment of the actions. SIN has also adhered the Fiscal Education Network promoted by EUROsociAL.

CENTRES FOR ACCOUNTING AND TAX SUPPORT

NAF (Centres for Accounting and Tax Support) are part of a project driven by the Brazilian Tax Administration, Receita Federal, in partnership with the higher education institutions.

At NAF, university students from accounting and finances degrees, previously trained by the Tax Administration, give tax advice to natural and legal persons with low income levels as well as micro-entrepreneurs. This initiative creates advantages for all participants. The community benefits from the aid in solving basic tax issues free of charge, while the Administration is fulfilling its citizen and tax training, while giving support to most disadvantaged. The university, in turn, can strengthen ties with the community and provide its students with a practical knowledge in matters of taxation without extra cost and will be very usefully for their professional future.

Aiming for the building of new bridges between Tax Administration and citizenship through university, SIN has received counselling from the Receita Federal from Brazil during 2014 and 2105 for the launching of NAF.

The first NAF was opened in January 2015 at the Public University of El Alto (UPEA), a city characterised by many family-owned businesses and micro-enterprises, 72% of them informal. Since its opening, NAF has assisted 214 citizens, which have often returned after their first visit.

Types of requests attended by NAF:

- ▶ Inscription on the taxpayers Registry.
- ▶ Fines for infringement and tax debts.
- ▶ Support for procedures for sworn statements.
- ▶ Preregistration on the Digital Biometric Register.
- ▶ Filling of VAT forms.
- ▶ Bookkeeping.

In August 2015, a second NAF was started at the Military School of Engineering (EMI), and agreements for the creation of two more NAF were signed at the Franz Tamayo University. The spread of NAF throughout the country has been included in the Operational Plan 2016 of SIN, aiming the creation of at least five new NAF. SIN has also received technical assistance from EUROsocial in order to create an assessment and monitoring system of NAF.

RECREATIONAL-EDUCATIONAL HALL FOR FISCAL EDUCATION

Explaining taxes to the younger ones is a challenge. In order to undertake this task successfully, SIN, like other Tax Administrations from Latin America, is using attractive and innovative tools. One of them, addressed at primary school students, is a recreational-educational hall for fiscal education, called "Learning with mister Tax", placed on its central facilities. This initiative is based on the gaming area from the Ministry of Finance from El Salvador called RecreHacienda!, built during the first phase of EUROsocial with the technical support from the Tax Administration from Argentina, AFIP. This partnership has looked into the second phase of EUROsocial, that has allowed SIN to know all the details from the San Salvador experience and opening the hall at La Paz, in December 2014, public-funded and adapted to its reality. Through the game, students consolidate their learning about taxes and

about the importance of values as solidarity, honesty and social awareness for coexistence in harmony and community.

Between February and August 2015, 1,718 children from 17 educational units have visited the hall. It is estimated that every year 4,000 students will visit the hall.

EUROSOCIAL'S SUPPORT ITINERARY

Creation of Centres for Accounting and Tax Support

2014.

- ▶ Regional workshop about the inclusion of fiscal education on higher education. Porto Alegre, Brazil.
- ▶ Technical support from Brazil and Costa Rica for the creation of Centres for Accounting and Tax Support in Bolivia, Ecuador and El Salvador. Quito, Ecuador.

2015.

- ▶ Technical support from Brazil to Bolivia for the creation of NAF. La Paz, Bolivia.
- ▶ Workshop for the creation of an assessment system for NAF. Porto Alegre, Brazil.

Recreational-pedagogical hall for fiscal education

2013.

- ▶ Exchange visit to know about the fiscal education programme of El Salvador.

2014.

- ▶ Technical support for the creation of a recreational fiscal virtual education hall.

FIRST-HAND

▶ Juan

Student of NAF from El Alto Public University



"The direct interaction with citizens has been a wonderful experience. We have looked into the theory, got to know about the tax updates and, even more important, we have put them into practice, and this will open doors for our professional life. In addition, we have been able to know the citizen's reality and to explain them taxes topics and their relevance for society. Citizens go to NAF because they are afraid of the SIN representatives, while they see us with different eyes. Also, sometimes accounting or legal advisors don't address them with simple words. Some of them go to NAF because they don't have means to hire an adviser, they ignore the tax issue or it can be convenient because of proximity".

▶ Yolanda Valero

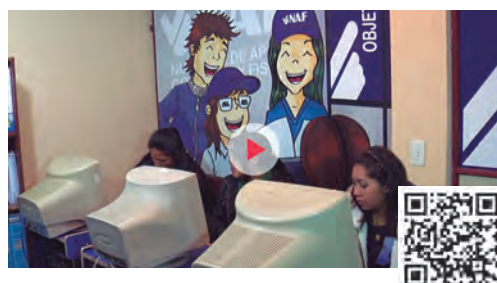
Educational Unit Ismael Montes, La Paz



"The implementation of the recreational-pedagogical hall is really interesting because it involves a way for aiding children in learning about Bolivian reality. This is a tool that supports teachers in addressing the topics related with financial institutions within social studies.

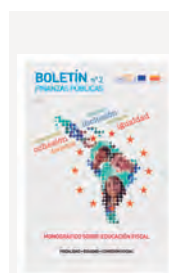
Tax payments should be one of the habits built from early ages, because in many cases adults show indifference towards their civic duties. Schools must be more open to contact with institutions outside their facilities and being more close to real life, applying expertise in daily life. This hall is a clear example. Kids have even brought in invoices they asked for to their parents".

VIDEOS



Video: Fiscal Education and Social Cohesion

PUBLICATIONS



▶ Bulletin n° 2 about Public Finances: Fiscal Education Monographic

Coordinating Partner



Operating Partners



COMPREHENSIVE POLICIES FOR HOMELESS PEOPLE

Attention to homeless people in Latin America

EUROsociAL collaborates with the Social Development Ministries from Brazil, Paraguay and Uruguay in new policies for attention to homeless people contributing with European experiences.



ADDRESSING THE PHENOMENON IN LATIN AMERICA

The phenomenon of homeless people exists throughout Latin America, although in different forms and with different response degrees from public institutions. Countries as Brazil, Uruguay and Chile have a better knowledge of the proportion and characteristics of the population affected by this problem and they develop specific programmes or services to address it. Instead, in other countries this issues are less known: they don't have accurate data and the work is still performed with occasional interventions, and it brings as a result that homeless people is still in situation of exclusion, without an adequate access to health care services and other basic social protection services. In these countries, civil society or religious organizations are usually providers of these reliefs, often

without enough resources in financial and human terms, and with intervention methodologies that are not always appropriate.

Although the advances made in recent years vary in each national case, a regional trend towards a stronger public commitment and the adoption of a more comprehensive approach coordinating welfare actions with other fields within social protection systems areas, as housing, employment, health, etc are consolidating.

EUROSOCIAL'S SUPPORT

EUROsociAL is supporting the efforts from the region towards forging social protection comprehensive systems. One of the edges of this process is integrating into the systems populations traditionally

SOCIAL PROTECTION



COMPREHENSIVE SOCIAL PROTECTION SYSTEMS

BRAZIL, URUGUAY, PARAGUAY



unattended or only taken into account under residual actions. Since 2013 and in response to demands made by the countries, the Programme has started working with the Social Development Ministries from Brazil, Paraguay and Uruguay. EUROsociAL has contributed to the improvement of the tools focusing this population, mainly easing the experiences exchange and the knowledge of models used in other countries, primarily European.

'HOMELESSNESS' IN EUROPE, AN OPEN ISSUE

In Europe, the economic and social crisis from recent years has tangibly increased the problem. Although there are no accurate statistics, studies reveal the increase in the number of homeless people, proportionally in younger people and children, as well as in migrants and Roma population. In addition, many families are at risk of living on the street. In order to address this problem, the European Strategy 2020 and the Social Investment Package recommend the adoption of national strategies to fight this and suggest the use of EU funds for this purpose.

BRAZIL: HOMELESS CHILDREN AND ADOLESCENTS

The Ministry of Social Development from Brazil has a Single System for Social Assistance (SUAS) to improve quality of life of homeless people, particularly paying attention to children and adolescents. However, the system lacks of specific methods to address the situation of this population group.

EUROSociAL has supported the creation of an inter-ministerial working group driven by the National Secretariat for Social Assistance from the Ministry of Social Development and Fight against Hunger and the Secretariat for Human Rights from the Presidency of the Republic, where other involved ministries also participate. In this group, the policy management for homeless children and adolescents is analysed and coordination between different institutions is promoted.

In addition, in the National Council for Children's and Adolescent's Rights, a working group, that together with civil society, was created to redefine actions, services and programmes from the concerned public policies and institutions, in order to achieve a uniform design and a coordinated implementation system.

URUGUAY: REVISION OF PASC

The Programme for the Attention of Homeless People (PASC), from the Ministry of Social Development, has significantly expanded in the last decade extending its coverage capability. However, it is still characterised by the application of occasional actions and the absence of a specific addressing methodology.

In 2014, with the collaboration of EUROsocial, the Attention System Coordination department has been created. It centralises the different actions that bring the services for homeless or at risk of ending up on the streets population, in order to obtain a more comprehensive approach.

In addition, there has been a contribution to the definition of new working lines, particularly:

- ▶ Resettlement of an Inter-Institutional Board for the launching of a comprehensive and coordinated strategy between different ministries.
- ▶ Drafting of a theoretical framework for PASC.
- ▶ Establishment of a registry and tracking system.
- ▶ Coordination with the Ministry of Housing in order to submit a pilot project of strategy aimed at housing.

EUROSOCIAL'S SUPPORT ITINERARY

- ▶ Visits to the United Kingdom, Romania and Mexico focused on policies and intervention for homeless children.
- ▶ Visits to France and Finland focused on policies and actions addressing homeless adults.
- ▶ Technical workshops in Brazil, Paraguay and Uruguay.
- ▶ Drafting of visits systematisation documents.
- ▶ Drafting of recommendation documents to review the programmes for monitoring homeless people in these three countries.

- ▶ Regional workshop about policies for monitoring homeless people and participation on the Annual Conference of FEANTSA (European Federation of National Associations Working with the Homeless).
- ▶ The constitution of a permanent working group of the Ministries of Social Development for Latin American countries in FEANTSA.

VIDEOS



Meeting: Towards comprehensive policies for homeless people

PUBLICATIONS



- ▶ "Recíprocamente" Magazine. Dialogues for social inclusion in Latin America and in Europe

ADDRESSING MODELS

Two are the main current models for addressing the phenomenon of homeless people: one of them is more traditional, also known as "ladder", and another one, more innovative, called Housing First.

Ladder model

It addresses the problem as a social policy issue, implementing solutions through specialised arrangements for housing. It involves a multi-disciplinary approach for the attention of each case, and in a second phase the individual shift to a housing.

'Housing First' model

It is based on the idea that many of the problems associated to homelessness can be addressed in a more effective way once a stable housing is granted, and it supports a methodology based in granting permanent housing to homeless people.

THE BERGAMO MEETING



In October 2014, the "Towards comprehensive policies for homeless people in Latin America" meeting was held in Bergamo, Italy. The event convened Latin American officials from Brazil, Chile, Costa Rica, Ecuador, Paraguay and Uruguay, as well as Latin American and European experts in order to define guidelines for attention policies for homeless people in Latin America. This activity comes from the urge for a deeper examination into the results of international experiences within this area. In this Conference, the debate was focused in the *Housing First* and *Housing Led* policies and in the advances achieved with the adoption of this European approach. Spaces for discussion with the main Ministries for Social Policies in Europe and many councils from European cities were developed. As a result of this meeting, Latin American officials have drafted a consensus document that includes policies guidelines for attention to homeless people in Latin America.

Coordinating Partner



Operating Partners



HOUSE OF RIGHTS “CIDADE DE DEUS”

Bringing over rights and enabling citizenship

EUROsocial has supported the pacification process of this Rio de Janeiro district, aiding the design and the launching of a House of Rights that provides the community with basic services for the access to justice and rule of law.



CIDADE DE DEUS

Since its establishment in the 1960s, Cidade de Deus has grown gradually, gaining at the same time the features of a favela. In light of the absence of the State, organised crime has ended up controlling the area and establishing its own assistance and dispute resolution system.

In order to confront this problem and retaking the territorial control, the Government of the State of Rio de Janeiro has started a programme, with the deployment of Pacification Police units within its framework in the most conflictive neighborhoods. In 2009, Cidade de Deus was the second “pacified” Carioca favela as a result of this process.

EUROSociAL has supported and accompanied the pacification process, enabling the State to establish close ties with the community. In order to do this, the Programme has collaborated with the Secretariat for the Reform of the Judiciary from the Ministry of Justice of Brazil, to establish a House of Rights at Cidade de Deus providing basic services for the access to justice and rule of law, and has accompanied the design of the service provision and legal guidance.

INTERVENTION MODEL

The House of Rights of Cidade de Deus was inaugurated in November 2013, taking the Argentinean

JUSTICE



DISSEMINATION OF RIGHTS, GUIDANCE AND LEGAL ASSISTANCE

BRAZIL

experience as a model. It is a model focused on people, mainly characterised based in its flexibility, bringing in several services, aiming for community real needs, identified through constant mapping. Services are provided thanks to the involvement of several institutions under a centralised coordination. The process is led by the State of Rio de Janeiro and the Secretariat for the Reform of the Judiciary at federal level, that helps in ensuring harmony for the model, as well as among all the institutions involved.

Since its start in January 2014, and until September that same year, the House of Rights had served more than 10,000 people, mostly in cases related with the processing of basic documentation (birth certificates, cards, etc.), without which the access to the rights and the pursue for justice is impossible.

DEVELOPMENT OF THE INITIATIVE

This first experience falls within the definition of a national policy for the establishment of houses of rights in Brazil. Subsequently, in 2014, a second house was opened at Alagoas State, in an area that also suffers of violence problems, and at the beginning of 2015 at Sergipe State. There are plans for opening some more houses during 2015.

HOUSES OF RIGHTS IN BRAZIL

The idea of a House of Rights in Brazil is not new. During the 1990s, the Minas Gerais State had similar experiences, mainly focused in promoting human rights. From the considerations regarding this and some other experiences, the model evolved to include the government institutions into communities, in order to overcome the physical and bureaucratic obstacles that hinder the full exercise of rights.

EXPORTING THE MODEL ITINERARY OF TO DIFFERENT COUNTRIES

EUROsociAL is working at the regional level in order to strengthen this intervention model so vulnerable groups can access to rights assisting the establishment of houses of rights in different countries:

In Argentina and Chile there are structures like these already working (Access Centres for Justice and Corporations for Legal Assistance, respectively) that enjoy the occasional support of the programme for particular projects.

For its part, Costa Rica is working on a House of Rights for Migrant Women in Upala, and in Honduras and Paraguay processes for the establishment of similar institutions are being supported.

EUROSOCIAL'S SUPPORT ITINERARY

Preliminary analysis

- Diagnosis, institution and state capacity to meet the requirements of the inhabitants of Cidade de Deus.
- Map - House of Rights.

Design and implementation of the model

- Legal guidance model.
- Technical document for the model.

Training module

- Dissemination strategy
- Dissemination Plan.
- Materials: posters, flyers.

FIRST-HAND

► Flávio Croce Caetano

Secretary for the Judicial Reform
from the Ministry of Justice from Brazil



"We have conceived the House of Rights as a public tool that would be able to bring justice to the population from the community itself. The idea is mediating in the conflicts from inside the community in order to aid social concord."

► Márcia dos Anjos

Community worker from the House
of Rights of Cidade de Deus



"It is a great contribution. You can make your documents, report a loss, there is a service of public notaries. You can ask for your employment book, and it means that although you don't have money you can come here and get everything for free."

► Denise Gonçalves

'Moradora' (inhabitant) from Cidade de Deus



"I could say that things are 100% better now. The House of Rights provides us with many benefits in the area. We used to have problems to make our documentation, solve legal problems or even to get married. Now everything has changed. We all feel more like citizens with the House of Rights."

SOUTH-SOUTH COOPERATION



This intervention illustrates the South-South Cooperation encouraged by the EUROsociAL programme through which different public administrations from many Latin American countries explore ways for mutual learning, promoting the creation of networks and stable relations between Latin American Institutions.

In this case, Brazil has taken the Argentinian model of the Centres for Access to Justice. EUROsociAL has

facilitated that, during 2013, officials from the Secretariat for the Judicial Reform from the Brazilian Ministry of Justice and the Social Welfare and Human Rights Secretariat of the State of Rio de Janeiro, participated in a internship to get to know the Argentinian model. This visit has given the attendees a chance to have a direct experience regarding how the Argentinian Centres for Access to Justice work and how they adapt to the particular realities of each neighborhood.

VIDEOS



Interview with Dona Terezinha, first president of the Neighbourhood association from Cidade de Deus



House of Rights in Cidade de Deus

Coordinating Partner



Operating Partners



ELDERLY CARE SYSTEMS

Improving elderly care in Chile

EUROsocial has collaborated with SENAMA from Chile in order to strengthen and improve the care system for the elderly through the exchange of experiences with care services from Northern Europe.



Photograph: National Service for Elderly People (Chile)

SOCIAL PROTECTION

COMPREHENSIVE SOCIAL PROTECTION SYSTEMS

CHILE

unavoidable, with clear benefits in terms of social expenditure reduction.

In light of these mid and long term challenges, Chilean government is committed to the strengthening of the elderly care system.

EUROSOCIAL'S SUPPORT

EUROsocial has supported the National Service for Elderly in Chile (SENAMA), aiming to improve elderly care. This initiative is included in the co-operation made by the Programme in key areas of the development of the social sector of this country.

Initially, this support was directed towards the launching of a pilot project for an "Itinerant Day Centre" at the Commune of Melipilla, inspired on the innovative model of Dijon (France). Subsequently, the collaboration was extended to more ambitious projects. In particular, EUROsocial has supported SENAMA in the drafting of the system requirements and the minimum quality standards for the services. These items were implemented in 2015 at the Commune of Puente Alto to be escalated afterwards at the national level.

ELDERLY CARE POLICY: A PRIORITY ISSUE

The policy for elderly care is a priority within Chilean government's agenda due to two main factors: on the one side, to fill the gaps of a social protection system that has not included important citizen sectors, among them elderly people. On the other side, the ageing of population has accelerated in the last decades, what means an increase in the demand for services and benefits.

From a different angle, the social justice imperative is interrelated with the economic development requirements in the country. In order to achieve a higher rate of women entering the labour market, the State should assume elderly people care, traditionally delegated to women. In addition, a higher level of women participation will increase social security contributions, securing the sustainability of a system that has to take over an increasing number of dependent people. In turn, active ageing policies that improve autonomy and self-prevention of elder people are

TOWARDS COMPREHENSIVE ELDERLY ATTENTION

The Programme has also contributed to foster the policy for a positive aging in the area of access to justice through training and raising awareness of authorities and judicial officials. This task has materialised in the drafting of a Legal Assistance Protocol for Elderly People, that has become a basic instrument for the attention of elderly people in need in terms of free legal aid.

Photograph: National Service for Elderly People (Chile)



COMMUNE OF MELIPILLA “ITINERANT DAY CENTRES”

Beneficiaries:

- ▶ Adults over the age of 60 registered in one of five different primary health care centres (three of them are in rural areas).
- ▶ 150 people (100 women and 50 men) in situation of vulnerability and dependence risk.

Action:

It is carried out by a multi-disciplinary team that moves to the health care centres and attends beneficiaries. The intervention areas are oriented towards activities that allow the functionality to be kept, avoiding physical and cognitive deterioration, improving self-sufficiency and independence. Health and social services are also provided, as well as the enabling of support and education networks for an active aging.

EUROSOCIAL'S SUPPORT ITINERARY

- ▶ Desk and field assessment of the SENAMA programming to obtain a useful diagnosis to build a system for assessing service quality.
- ▶ Study visit to the Netherlands, Belgium, Luxembourg and Sweden. The SENAMA team visited the elderly attention and care service chain (long stay and day centres) from the point of view of quality standards.
- ▶ National workshop for defining the foundations and the list of quality standards.

FEATURES IDENTIFIED IN THE SERVICES VISITED IN NORTHERN EUROPE

- ▶ Person-centred care.
- ▶ Promotion of independence versus alleviating dependency; making easier for elderly people to control their own lives: freedom, choice, power.
- ▶ Collective creation of many stakeholders: elderly people, families, professionals...
- ▶ Looking for quality of life.
- ▶ Vertical (hospitals, long stay institutions, community-based services) and horizontal (health care and social services, housing) integration.
- ▶ Promotion of attention services mobility to avoid transit of elderly people.
- ▶ Motivated, skilled and multidisciplinary staff; they work in conjunction with families; informal carers are also involved.
- ▶ The smallest possible mediation; physical restraints are not used.

INNOVATIONS FROM THE NEW CARE SYSTEM



- ▶ Creation of unified registries for users and service providers.
- ▶ Extension of the basic structure indicators (people per room, professionals/users ratio).
- ▶ Creation of protocols based on “good practices”.
- ▶ Extension of the protocols for physical activity workshops and fall prevention, cognitive stimulation and development of healthy lifestyles.
- ▶ Removal of the Containment Guide for Elderly People, substituted by attention protocols.
- ▶ Implementation of care models for dependants based in the community (day centres and home care).
- ▶ Selection of results indicators (related to autonomy, welfare and quality of life).

The new care system contains requirements that are going to be applied in the pilot project for Puente Alto and afterwards they will be expanded at national level.

PUBLICATIONS



- ▶ Long-term services for dependent elderly people quality
- ▶ Legal assistance for elderly people protocol

Coordinating Partner



Operating Partners



PUBLIC EMPLOYMENT CENTRES NETWORK

Expanding occupational opportunities for the most vulnerable groups in Colombia

EUROsocial supports the Colombian Ministry of Labour in the launching of a new employment management system integrating the employment mediation feature with services related with active employment policies.



The employment problem —perceived through youth unemployment, underemployment, labour instability and, in general, difficulties to access to an appropriate job— has become central in the public debate in Latin America.

Different governmental initiatives aim at reinforcing active employment policies, an essential vector for social cohesion, because they help reducing inequality gaps by means of increasing occupational opportunities for the most vulnerable people and groups. Those policies are aimed basically at improving employability for disadvantaged people; at promoting transparency, equity and efficiency of the labour markets through intermediary mechanisms; at catering the requirements of the employers' sectors through orientation and qualification of the labour supply

policies; and at removing barriers associated with gender, age and territory conditions, among others.

MORE AND BETTER JOB OPPORTUNITIES IN COLOMBIA

Colombia is one of the countries in the region that has advanced further in this type of initiatives. In recent years, it has launched a broad reform agenda within the ambit of employment policies institutions.

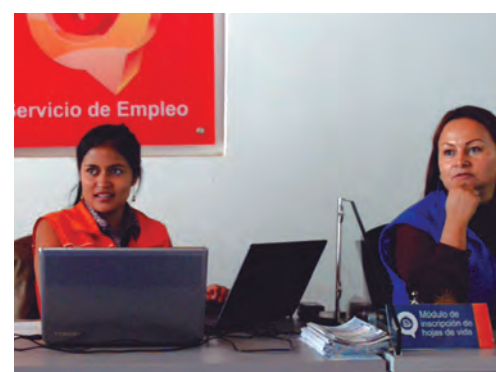
One of the most important reforms carried out has been the extension of employment provision services to a network consisting of public and private stakeholders conformed by the National Service of

EMPLOYMENT



ACTIVE EMPLOYMENT POLICIES

COLOMBIA



Learning (SENA), the councils and the country's family compensation funds (private law corporations that manage “social security benefits”). EUROsocial has supported the Ministry of Labour not only in defining and designing this new employment services model, precisely the basic services that each employment centre must offer to their users, but also in implementing the tools for functioning, namely the creation of a labour information system (SIL).

The Network, inaugurated on the first of May in 2013, has gone from 33 offices on December 2013 to almost 400 in 2015. Currently, there are about two million registered people, that were able to take assistance from those employment offices and from a software platform that has already published more than 506,000 job vacancies from almost 35,000 companies. www.redempleo.gov.co

In a second phase, also supported by EUROsocial, the operational and functional competence of the Network has been transferred from the Ministry of Labour into the Special Administrative Unit from the Public Employment Service with the assignment of strengthening it, guaranteeing a national coverage of public employment services.

AN EXAMPLE OF TRIANGULAR COOPERATION

EUROSociAL's support has been carried out, on the one hand, through the Ministry of Labour, Employment and Social Security from Argentina, that transferred its experience with the Software Platform from the Employment Services Network made in conjunction with Italia Lavoro, Agency from the Ministry of Labour from Italy (and EUROSociAL's operating partner).

Argentina has a successful eight years track record since installing this platform and it has a network with 550 centres. On the other hand, the collaboration of Italia Lavoro has also played a critical role, being in charge for the legal transference, of the adjustment of this platform to the new model implemented in Colombia, as well as for training Ministry of Labour employees for its use.

COLOMBIA TRANSFERS ITS EXPERIENCE INTO OTHER COUNTRIES IN THE REGION

Colombia has been a case of success, inspiring other countries in the region. With the support from EUROSociAL, the Human Resources training model from the employment services has been transferred into Costa Rica and Peru, using the concept of distance learning platform, already implemented and operational to train officials from the Special Administrative Unit from the Public Employment Service and Network operators.

Colombian experience has also been transferred into Honduras, that has adapted the information system (SIL) into a new National Employment Service that the Ministry of Labour has designed with EUROSociAL's support.



EUROSOCIAL'S SUPPORT ITINERARY

2013.

- Specialist assessment for creating the Public Employment Services Network and Labour Information Systems (SIL).
- Specialist assessment for designing the methodologies applied in the employment centres and integration in the employment offices tools.

2014.

- Training human resources in employment centres.
- Support for launching a distance learning initiative for employment centres/services operators using a specially designed software platform.

2015.

- Support for the Public Employment Services network and organization of the new National Agency.
- Development of new functions for the SIL platform for the management of employment programmes and their monitoring system.

FIRST-HAND

► Juana Paula Bustamante
Director of the Employment Service of the Ministry of Labour from Colombia



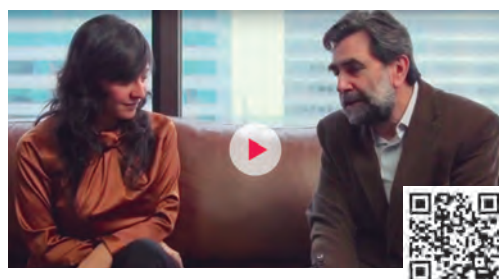
"According to the survey from the ILO, Colombia has a casualness rate of 60%. If we take a look at pensions contributions, only 30% of the working population is contributing to the pensions system. In this regard, the balance is too large. This percentages have only decreased a small amount throughout the years. We haven't been able to achieve a shock policy that can help us formalise the labour market".

► Sandra Hurtado
Director of the employment centre of Popayán



"We have created the employment centre with the following services: if someone needs to seek employment in, they come to our centre, they enrol and from that point, we place them in workshops and a training. Why training is so important for employment? Because in Popayán we need to improve the employability culture. In this point, the soft skills we can provide to the people from here are important. They allow us to have an impact in the future, so later the employability culture can change..."

VIDEOS



Argentina-Colombia exchange for the creation of the public employment services network



Inauguration of the employment services Network in Colombia with President Santos

Coordinating Partner



Operating Partners



IMPLEMENTATION OF THE ANTI-CORRUPTION POLICY

Dealing with the challenge of transparency and the fight against corruption in Colombia

Since 2011, the Government of Colombia has initiated a great reform to improve transparency and the fight against corruption. EUROsociAL has supported these efforts with a comprehensive intervention, from the creation of the anti-corruption policy to its implementation.

STRATEGY AGAINST CORRUPTION IN COLOMBIA

In recent years, Colombia has reinforced its policies for transparency and the fight against corruption. In 2011, following the route drawn up by the National Development Plan (2010-2014) and the new Anti-Corruption Statute (Law 1474 from 2011), the Government decided to significantly change its strategy on these issues and created the Secretariat for Transparency.

The Secretariat focuses its work on four main strategies: 1) strengthening the national policy for transparency and the fight against corruption, 2) promoting the implementation of international commitments regarding the fight against corruption, 3) promoting the control culture for public institutions, and 4) allowing inter-institutional and citizen coordination.

By the end of 2013, the Government approved the CONPES (National Economic and Social Policy Council) document from the Comprehensive Public Policy against Corruption, whose design, implementation and tracking were entrusted to the Secretariat for Transparency.

Despite the advances, corruption is still one of the population's main concerns. According to the Corruption Perception Index 2014 from Transparency International, even though Colombia has improved one point with respect to 2013, the country has achieved a rating of 37 out of 100 (0 being the greatest perception of corruption and 100 being the lowest), which puts Colombia in the 94th position amongst the 175 countries analysed.



For this reason, it is necessary to pursue the efforts and strengthen the application of the reforms initiated aimed at improving institutional mechanisms to prevent, investigate and punish corruption through a better institutional coordination and greater social collaboration.

EUROSOCIAL'S SUPPORT

EUROSociAL's collaboration with Colombia has been carried out in line with the country's strategy to comply with its international commitments. Since October 2012, the Secretariat for Transparency has had the technical support of the Programme, which has contributed to the creation of inputs to the CONPES document of the Comprehensive Anti-Corruption Public Policy in several areas: transparency and access to information, criminal liability of legal persons, bribery of public officials and strategies for public-private collaboration. In particular, inputs from the experiences of referential institutions in Brazil, Chile,

DEMOCRATIC
INSTITUTIONALISM

TRANSPARENCY AND FIGHT
AGAINST CORRUPTION

COLOMBIA

Mexico, the United Kingdom and Sweden were integrated, which the Secretariat was made aware of thanks to EUROsociAL.

In a second phase, the support was aimed at the implementation of some of the components of the Comprehensive Anti-Corruption Policy, as was the launching of the Law for Transparency and Right to Access Public Information. This Law, which came into force in 2014, aims to "regulate the right to access public information, proceedings in order to undertake and guarantee the right and exceptions to advertising information".

This new scenario posed important challenges: to regulate the law in order to make it operational, create appropriate mechanisms for inter-institutional coordination and that within institutions, the definition of strategies for citizen training, education and support, and strengthening assessment mechanisms to comply with the law.

EUROSociAL has promoted a broad collaboration of the Secretariat for Transparency and the General Prosecutor of the Nation (body responsible for guaranteeing the law) with the referential institutions in this area in Latin America, mainly the Council for Transparency in Chile, but also other institutions such as the National Institute for Transparency, Access to Information and Personal Data Protection (INAI) in Mexico. As a result, a decree regulating the Transparency Law was approved in 2014.

In the case of the General Prosecutor of the Nation, EUROsociAL has contributed to the creation of an internal coordination mechanism to implement and

design a monitoring system for different non-traditional parties under obligation.

At the regional level, Colombia joined the Transparency and Information Access Network (RTA) in 2014 and signed the Regional Model for Management of Documents and Archives. Currently, this model is being applied through two pilot schemes in the Ministry of Finance and Public Credit and in the council of Chía.

In addition, EUROsociAL has supported other aspects in the implementation of the anti-corruption policy: the drafting of regulations to protect informants, the creation of an initiative called "Active Companies against Corruption" (EACA) and improving the research capacity for cases of corruption.

IMPROVING THE INVESTIGATION OF CASES OF CORRUPTION: EXPERIENCES FROM ITALY AND SPAIN

A different aspect of the anti-corruption policy that responds to the priority of fighting against organised crime in Colombia from a comprehensive point of view has been the creation in 2014 of the Specialist Judicial Economic and Financial Police (PEF) within the General Prosecutor of the Nation. EUROsociAL has supported the design of this new structure and its working methods. To do so, it has mobilised two European experiences: that of the Finance Guard in Italy and the Central Unit of Economic and Fiscal Crime (UDEP) in Spain. Both are international referential institutions, due to their organisational structure and their competences, and they have been key in the investigation and prosecution of financial crimes in their countries. Their experience has been useful for the Prosecutor to create and implement special criminal investigation methods in PEF and to construct its organisational and operational design.

EUROSOCIAL'S SUPPORT ITINERARY

2012. - 2013.

- Exchange visit to Mexico and Chile regarding issues of transparency and public access to information.
- Analytical work regarding the criminal liability of legal persons, protection of informants and on good practices in the fight against corruption in the private sector.
- Regional workshop to know the best practices in EU/LA regarding issues of business collaboration in the fight against corruption. Bogotá, Colombia.
- Exchange visit to get to know about the Brazilian experience regarding issues of business collaboration. Brasilia, Brazil.
- Exchange visit to get to know the best practices and experiences in the European Union regarding business collaboration against corruption and in systems for the protection of informants. London (United Kingdom), Stockholm (Sweden).

2014. - 2015.

- Workshop for the implementation of the Law for Transparency and Right to the Access to Public Information, Bogotá, Colombia.
- Technical support from Chile to advise in the implementation of the Transparency Law. Bogotá, Colombia.
- Exchange visit to Chile to look into the model of Transparency Public Policy. Santiago de Chile, Chile.
- Technical support for inter-institutional coordination from the Secretariat for Transparency and the Public Ministry of Colombia for the implementation of the Transparency Law, Bogotá, Colombia.
- Technical support to advise on the development of the pro-ethics registries, Bogotá, Colombia.
- Workshop with international experts on Models of Surveillance and Control in Transparency and Access to Public Information. Bogotá, Colombia.

FIRST-HAND

► Camilo Enciso

Secretary for Transparency of Colombia



"Having an external institution that shows the relevance that the different subjects our public policy has is fundamental and it is having a really significant impact on the public anti-corruption policy in the country. EUROsociAL has become the perfect companion in this process". (Full interview on related video)

► Ana Linda Solano

Director of the Economic and Financial Police of the General Prosecutor of the Nation in Colombia



"The Judicial Economic and Financial Police of the General Prosecutor of the Nation in the Republic of Colombia aims to combat the corruption linked to this type of crime in a specialist manner. It is a new initiative within the Prosecution and requires a change in methodology and working methods. EUROsociAL has allowed us to work with institutions from the European Union as well as the Finance Guard of Italy or the Central Unit for Economic and Fiscal Crime (UDEP) in Spain".

VIDEOS



Interview with Camilo Enciso, Transparency Secretary (Colombia)

PUBLICATIONS



- Corruption reporting and whistleblower protection systems in Latin America and Europe

COMPLEMENTARITY WITH THE EU

EUROsociAL has interacted in a very relevant way with the European Union's Anti-Corruption and Transparency Project, ACTUE Colombia, which lasts approximately four years (2014- 2018) and for which the EU has approved 7,475,000 Euros in funding. Through the collaboration between both cooperation initiatives, synergies and complementarities have been created, organising common activities to ensure greater impact in strategic issues such as the implementation of the Transparency Law, the "Active Companies against Corruption" initiative and the creation of an informant protection system.

Coordinating Partner



Operating Partners



SYSTEMATISATION OF THE CROSS-CUTTING COMPETENCIES

Skills for social inclusion and employment of the vulnerable population: a measurement system adapted to the Colombian context

EUROsocial collaborates with the Social Prosperity Department to establish a measurement system that allows training to be focused on cross-cutting competencies issues in different programmes addressed to the vulnerable population.



CROSS-CUTTING COMPETENCIES

Cross-cutting competencies, also called life skills, are those personal qualities or features that allow a person to act in an effective manner with others and that, beyond technical competences, are crucial to access and evolve in the world of work. In this regard, the lack of those skills is a social inclusion barrier that is apparent mainly in the most vulnerable populations, whose life conditions, traumatic experiences or social context hinder their development or diminish their own abilities.

Many of the social programmes working with the most vulnerable sectors of the population in Latin America seek to strengthen these skills on their beneficiaries, as key to the policies oriented to empower people. In this area, the Colombian Government, through the Social Prosperity Department (DPS), has taken an interest in incorporating this element in many of their social programmes, in particular for Young People in Action (a scholarship programme for higher education), Social Income (conditioned transfers) and Enrúdate-TU (accompaniment in work through Guidance for Employment and Entrepreneurship Centres).

SOCIAL PROTECTION



COMPREHENSIVE SOCIAL PROTECTION SYSTEMS

COLOMBIA



EUROSOCIAL'S SUPPORT

EUROsocial has contributed in creating a system to measure the cross-cutting competencies of the poor and vulnerable population, adapted to the Colombian context and that has already been added into the social programmes of the DPS. In addition, the Programme has defined assessment and training methods for the staff from those programmes.

Together with this collaboration, the Programme has supported the consolidation of the Inter-Institutional Board regarding cross-cutting competencies.

Other countries in the region, such as Chile, Ecuador, Honduras and El Salvador have declared their interest in looking into this experience in order to draw conclusions to learn lessons for national processes from the cross-cutting competencies.



INTERINSTITUTIONAL ARTICULATION

The consolidation of the Inter-institutional Board about Cross-Cutting Competencies has been supported as part of EUROsociAL's accompaniment. It is a place where all the institutions involved (Department of Social Prosperity; National Planning Department; Ministries of Education, Labour, Culture and Agriculture; National Learning Service and Colombian Institute for Family Welfare, among others) share their experiences and discuss conceptual, methodological and operational factors to build a framework that allows the creation of a common focus, making progress on coordinated options.

EUROSOCIAL'S SUPPORT ITINERARY

- Identifying a list of priority cross-cutting competencies and their indicators. Work obtained from 11 territorial workshops.
- Identification of the most appropriate rating scales to assess the priority competences and the preparation of a survey.
- Validation of the scales taking into account the social context and the characteristics of the beneficiaries. Validation performed with a sample of 1,027 beneficiaries.
- Preparation of reference standards for the target population and operational guides according to the different social programmes.
- Training of DPS officials and operators to embody the proposal.

FIRST-HAND

- **Elsi Joanni Burgos Córdoba**
Beneficiary of the employment programme and displaced due to the armed conflict



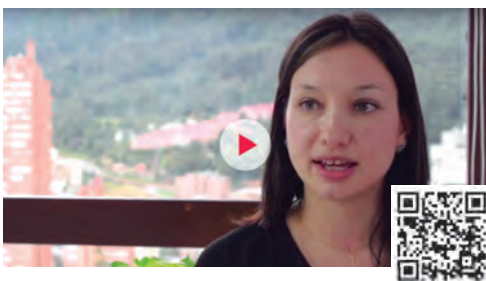
"Training in life skills has helped us to improve as people and to reconcile with our own situation [...]. We have learnt more about our potential and that of our environment as well as to create tools to carry out our life project".

- **Juan David Merángolo**
Beneficiary of the "Young People in Action" programme



"I have learnt about respect and leadership [...], all I have learnt is going to be useful in the future. I am studying Political Science and I would like to attain a public post in order to help the community to develop".

VIDEOS



Interview with Lina María Castaño, Department of Social Prosperity (DPS) in Colombia



Cross-cutting competencies in Colombia.

PUBLICATIONS



- National Development Plan

EUROsociAL has supported the preparation of the public policy document from the National Planning Department regarding strategies to strengthen the human capital of the vulnerable population, particularly in cross-cutting competencies. This document has become one of the tools that have oriented the drafting of the National Development Plan 2014-2018.

PRIORITY CROSS-CUTTING COMPETENCIES

A list of eleven priority competences adapted to the Colombian context has been identified together with the operators of the social programmes:

1. Communication
2. Responsibility
3. Leadership
4. Self-confidence
5. Emotional control
6. Resilience
7. Teamwork
8. Emotional self-awareness
9. Conflict management
10. Adaptability
11. Initiative

Coordinating Partner



Operating Partners



PUBLIC POLICY TO PREVENT ADOLESCENT AND JUVENILE CRIME

Addressing the issues related to crime in Colombia

EUROsocial has supported the design and implementation of CONPES for the Public Policy to Prevent Adolescent and Juvenile Crime in Colombia, aiming to reduce juvenile violence and crime levels and to improve community social cohesion.



The prevention and reduction of violence and crime levels has become a priority for Latin American governments. Most of them have introduced significant improvements in the development of juvenile criminal justice systems and alternative measures to the judicialisation of minors and adolescents in conflict with penal law, according to the Convention on the Rights of the Child of 1989.

In this regard, the violence and crime cycle phenomenon that involves adolescents and children, both victims and perpetrators, is an issue that is

being addressed as a matter of priority by Colombian authorities. Presently, 9.8% of the crimes in Colombia are committed by children and adolescents. This means that between 60 and 70 under-age people are detained every day throughout the country, and it is one of the highest rates in the Latin American region.

Even though there has been a reduction in the juvenile crime level compared to previous decades, this remains an important obstacle for social welfare and the development of Colombian society.

CITIZEN SECURITY



VIOLENCE PREVENTION

COLOMBIA



EUROSOCIAL'S SUPPORT

Initiated in 2012, the cooperation between the National Planning Department and EUROsocial has allowed a technical and methodological support in the creation and subsequent implementation of the National Council for Economic and Social Policy (CONPES) for a Public Policy to Prevent Adolescent and Juvenile Crime.

Creation of CONPES to Prevent Juvenile Crime

CONPES addresses the the issues related to juvenile crime from a comprehensive prevention perspective. The creation process has focused on two lines: on the one side, collection of input for the design from Colombian institutions, international cooperation and civil society. On the other side, the creation of an inter-institutional board chaired by the Directorate of Criminal and Penitentiary Policy from the Ministry of Justice and Law and made up by institutions linked to citizen security such as Attorney-General of the Nation, the General Prosecutor, the National

Police and the Colombian Institute for Family Welfare (ICBF), among others.

As a result of this model for the creation of public policies, EUROsociAL II supported the conceptual discussion for policy-making.

Gradual implementation of CONPES

Once approved, the implementation of CONPES has focused on the areas of restorative justice and assessment and management of risk factors for youth and adolescents. In this regard, the first phase of the CONPES implementation has been the addition of internationally acknowledged practices in restorative justice during the different stages of prevention, justice administration and in judiciary processes.

On the other hand, work has been carried out to adapt and include the SAVRY tool to assess and manage the risk of reoffending in young people and adolescents in the Criminal Responsibility of Adolescents System (SRPA).

COMPREHENSIVE AND INTERSECTORAL FOCUS TO PREVENT CRIME

EUROsociAL reflects the comprehensive approach in the prevention of violence and crime that the Citizen Security area promotes through its Regional Model for Comprehensive Policy for Violence and Crime Prevention, and the main processes it suggests. In the Colombian case, the application of focusing specialist actions in groups which are in a position of social vulnerability such as the juvenile population should be mentioned. The inter-institutional board of CONPES is proof of the effort in coordinating and integrating skills, strategies and budgets from the Colombian security institutions. Furthermore, regional collaboration has been present through the exchange of experiences to prevent juvenile crime and how its study to the Colombian context has been adapted.



EUROSOCIAL'S SUPPORT ITINERARY

2012.

CONPES concepts and alignments definitions
► Technical assistance to support the creation of a National Policy to Prevent Juvenile Violence.

2013.

Inputs provision for the creation of CONPES
► Forum of international good practices for issues to prevent juvenile crime.
► Study visit for the induction and qualification of the theoretical framework and practical implementation of the assessment methodology for RISCANVI and SAVRY risk factors.

2014.

Presentation, approval and implementation of CONPES
► Technical assistance in the assessment management of SAVRY risk factors.
► Introduction of restorative justice.

2015.

Support in the implementation of the Tools for Restorative Practices and Justice Guide.

FIRST-HAND

► Simón Gaviria
Director of the National Planning Department (DNP)



"CONPES for the Prevention of Adolescent and Juvenile Crime in the country is a public policy document in which 26 State institutions participate, led by the Ministry of Justice. This will allow us to take all the inter-sectorial actions needed to adopt the best practices at an international level in such a way that we can prevent crime and improve our capacity to rehabilitate offenders".

EUROPEAN CONTRIBUTIONS: THE SAVRY METHODOLOGY

SAVRY has been an example to exchange experiences, firstly at European level, because the tool was designed and implemented initially in the Netherlands and transferred to the Catalan penal system through the Initiatives for Rehabilitation Centre (CIRE), a public body of the Justice Department of the Autonomous Government of Catalonia and the University of Barcelona (UB). Secondly, and in cooperation with EUROsociAL, the experience was adapted and transferred from the Department of Advanced Studies on Violence of the UB to the National Planning Department of Colombia together with other public institutions such as the Colombian Institute for Family Welfare.

Designed following international standards, the Savry methodology follows an epidemiological approach to prevent violence and youth crime revealing that prevention is the most efficient strategy to eradicate violence and crime. In this regard, the Savry protocol helps to objectively assess the risk of recidivism and violence of minors in conflict with criminal law to coordinate the necessary steps to facilitate their rehabilitation and reduce recidivism. On the other hand, the protocol also states how the staff at different levels and services in the juvenile justice system should work.

PUBLICATIONS



► Transfer sources from 7 international practices in youth crime prevention: analysis on the adaptability to the Colombian context

Coordinating Partner



Operating Partners



PRIMARY HEALTH CARE MODEL

Access and quality: the challenges of the new primary health care model in Colombia

EUROsociAL joins the healthcare system reform in Colombia to ensure equity in the access to healthcare services and in improving their quality.



PRIMARY HEALTHCARE: A PRIORITY

In recent years, Colombia has significantly advanced to ensure its healthcare system, which today covers 97% of the population. But the coverage in services and their quality are still the main challenges for the healthcare system. There are important social and territorial divisions in the access to health and in the attention the population receives. This is shown in the unequal healthcare indicators by provinces: by way of example, child mortality is less than 10 (per 1,000 live births) in Bogotá, and more than 30 in the province of Chocó.

In order to confront these challenges, the Colombian Ministry of Health and Social Protection has made a commitment to improve primary healthcare, with a new Comprehensive Model for Healthcare (MIAS).

It is a national framework, which promotes the development of territorial models, adapting them to the social and geographical needs of each territory.

MIAS is focused on family and community medicine for an immediate care that understands the patients' social context and highlights the promotion of healthcare as well as preventive care. This model also aims to reduce territorial divisions by opening centres that are closer to the people, creating "mobile brigades" for healthcare, or an incentive system for family doctors in dispersed areas.

The implementation has already been launched in dispersed areas: in the provinces of Guainía, La Guajira, Choco and Nariño, with more than one million direct beneficiaries, full coverage of the territory shall be attained in 2016. This process also provides the launch of 15 university programmes for Family Medicine in order to train 5,000 family doctors in 10 years.



HEALTH

IMPROVEMENT OF EQUITY IN HEALTHCARE SYSTEMS

COLOMBIA

EUROSOCIAL'S SUPPORT

Since 2013, EUROsociAL has supported the Ministry of Health in designing the model, sharing experiences from France and Brazil in healthcare matters in dispersed areas, and regarding family matters with those of the United Kingdom, Spain, Mexico and Uruguay.

Two of these programmes were launched in 2015, at the University of Santander and at the Pedagogical and Technological University.

HUMAN TALENT, A FUNDAMENTAL PART OF THE REFORM

The group of professionals from the healthcare system are the fundamental piece to be able to achieve MIAS' goals. The new model includes tools to provide the human talent with resources for a comprehensive, immediate and preventive care, aware of the social and environmental factors that affect their patients.

In February 2015, the national pathway to train family doctors was presented, after a collaborative work among 20 universities, the Ministries of Education and Health, and stakeholders of the health and education system. This pathway is a milestone in the healthcare system reform that will allow 5,000 family doctors to be trained in ten years, one of the goals from the Ten-Year Health-care Plan 2012-2021. To do so, 2015 will finish with the launch of 15 university programmes for family medicine.

EUROsociAL has joined in the design of the training pathway, with the support of a Mexican expert. It

has also supported the signing of four provincial agreements (Cauca, Nariño, Huila and Tolima), to strengthen the training and management of human talent and to adapt the national model at a territorial level. These agreements gather together territorial bodies, service providers, insurers and higher education institutions (IES).

INTERCULTURAL HEALTHCARE

There are 87 indigenous communities in Colombia, about 1.4 million people. Even though they represent a minority of the total population (3.3%), a specific approach is required from public policies in terms of inter-culturality, a key component of social cohesion.

In terms of healthcare, inter-culturality is a challenge for the system: combining “western” medicine with traditional indigenous medicine. The new comprehensive care model (MIAS) has a differentiated approach for dispersed areas and tends to incorporate indigenous medicine.

In December 2014, the implementation of MIAS was started in the department of Guainía, one of the poorest and with greatest disperse population in Colombia. 85% of the population is indigenous and their conditions to access healthcare are limited. Consequently, it has worrying health indicators (mortality in children under the age of 5 is three times higher than the national average, and acute respiratory infection as a cause of mortality is 10 times the national average).

As a result of a negotiating process with indigenous representatives, the implementation of MIAS incorporates the combination with traditional medicine and encompasses multidisciplinary team visits to the communities, traditional doctors in healthcare centres, and mechanisms to guarantee the community's participation in adapting to the model.

EUROSOCIAL'S SUPPORT ITINERARY

2013.

► Identification mission and first regional meeting on “Equity in the access to healthcare services”.

2014.

► Specialist counselling for the training strategy of family doctors and for the human talent observatory.

► Workshop for healthcare trainers and first Territorial meeting of Family and Community Medicine.

2015.

► Exchange visits to primary healthcare systems of Uruguay and Spain.



FIRST-HAND

► Luis Carlos Ortiz
Human Talent Director of the Ministry of Health



“The collaboration with EUROSociAL has come at the perfect time: the launch of the MIAS design process. It has a remarkable feature: flexibility. The Programme has understood that we had some particular needs at a specific time, and they have followed the entire process.”

► Plinio Yavinape
Representative of the Curripaco people



“It is an important stage to look at at how the quality of the care and the provision of the service improves, particularly for the indigenous communities which live quite far away”.

VIDEOS



Intercultural Health in the Department of Guainía

PUBLICATIONS



► Equity and social determinants of healthcare: thoughts for Latin America

EUROSOCIAL'S CONTRIBUTIONS TO THE NEW MODEL

(WITH INPUT OF INTERNATIONAL EXPERIENCES)

- Allocating the population with the healthcare facilities, ensuring a better knowledge of the patient's social problems by medical staff, and a better epidemiologic approach in treatments (Spanish experience).
- Centrality of family doctors and multidisciplinary teams (Spain-United Kingdom).
- Allocation of family doctors in healthcare centres and community healthcare stakeholders in healthcare facilities (Spain-United Kingdom).
- Scholarship system for resident physicians in dispersed areas, as incentives (until now, residents had to pay) (France).
- Training (and reconversion) of family doctors (Mexico).

Coordinating Partner



Operating Partners







STATE POLICY FOR REGIONAL DEVELOPMENT

Reducing territorial divisions in Costa Rica

With EUROsociAL’s support, Costa Rica increases its regionalisation process and takes decisive steps to reduce territorial imbalances with the approval of a Law for Regional Development.



The development model in Costa Rica over the last 30 years has achieved, on the one hand, significant social and economic progress for its people, and on the other, has increased regional asymmetries and imbalances. The deconcentration and decentralization process initiated in the seventies towards town councils did not have the expected impact in reducing the regional divisions.

With the aim of moving towards territorial cohesion to achieve a comprehensive development in the country and a more equitable society, MIDEPLAN, Ministry of National Planning and Economic Policy), with the support of EUROsociAL, has promoted and led a regional development process with important

advances, which aims to end with the launch of a National Regional Development Policy.

REGIONAL DEVELOPMENT PLANS, A REMARKABLE MILESTONE IN THE PROCESS

The essentially sectoral approach that commands public policies means that there are many real planning areas. In addition to adopting different tools, approaches, strategies indicators, they also differ in their geographical and territorial references, both in design and implementation. Even though the Ministry of Planning (MIDEPLAN) —as

DECENTRALIZATION

REGIONAL DEVELOPMENT

COSTA RICA



governing body, is responsible for drafting, coordinating, monitoring and assessing Governmental strategies and priorities— it proposes six functional planning regions for the country’s development (Central, Brunca, Chorotega, Huetar Caribe, Huetar Norte and Pacífico Central). These are often not taken into account by public institutions, which use their own schemes for their purposes.

In recent years, MIDEPLAN has activated a regionalisation process as a strategy to reduce regional imbalances. One of the milestones achieved in this process has been the preparation of Regional Development Plans, with a territorial approach and long-term vision (with a horizon to 2030), for each one of the planning regions in Costa Rica. These plans have been incorporated and articulated in the new National Development Plan 2015-2018, with special emphasis on sectoral targets for Agricultural Development, Human Development (reduction of poverty) and Employment. EUROsociAL has supported the drafting process of those plans with a participatory approach, which has allowed the interaction of the different governmental, political, social and economic (business) stakeholders, from that area, achieving a consensus on the vision and development proposals to be started up, and by providing great legitimacy to the process.

TOWARDS A STATE POLICY FOR REGIONAL SUPPORT

The drafting of Regional Development Plans has served not only to activate a strong regionalisation process, but also has contributed significantly to the launch of a State Policy for Regional Development. With its own budget and through specific actions, it seeks to address territorial divisions and challenge equity.

With that goal, EUROsocial has supported the drafting process of the Law for Regional Development which provides for the creation of a fund, allocated with a percentage of the national GDP. This law, in addition to explaining how this fund is going to operate, defines the multilevel governance system to implement the policy. A strategic alliance between the Executive power and the Legislature has been key both for the preparation and to approve the draft law.

It is worth mentioning that the European Regional Policy, as well as the national policies for regional development of some of their Member States (like Spain) have been a reference for Costa Rica, inspired by both their conception as well as their management.

EUROSOCIAL'S SUPPORT ITINERARY

2013.

- Concept and methodological foundation of the regional planning process.
- Positioning of regionalisation at the national level.
- Strengthening the skill building of MIDEPLAN's Regional Planning managers.

2014.

- Development of the regional plans arranged with territorial and ministerial stakeholders.
- Forums for strategic positioning of the regionalisation process, in the six regions and at the national level. Presentation of the Regional Plans.

2015.

- Drafting of the Law for Regional Development.
- Design of the Regional Development Fund.
- Definition of a multilevel governance system.
- Parliamentary proceedings for the Regional Development Law.

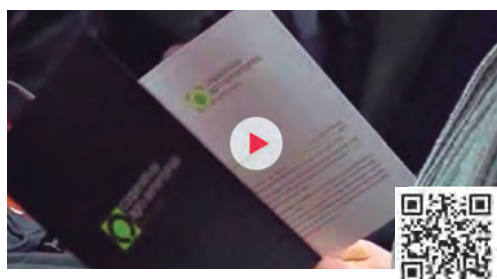
FIRST-HAND

► Olga Marta Sánchez Oviedo
Minister of Planning



"The regional approach not only implies compensating less developed regions for their disadvantages, but also improving their growth and competitiveness, establishing national policies to help diminish inequalities for the comprehensive development of the country, with a principle of equity, focused in favour of increasing welfare levels and improving living conditions of people living in each territory".

VIDEOS



Costa Rica is inspired by the regionalisation model of Extremadura. Report produced and broadcast by the TV programme La Besana, from Canal Extremadura



Miguel Bernal, Regional Deputy of the Assembly of Extremadura (2011-2015), in the Regionalisation Forum of Costa Rica

PUBLICATIONS



- Regional Development Plans: Central, Brunca, Chorotega, Huetar Caribe, Huetar Norte and Pacífico Central
- Regional Development and Policy in Europe: contributions for the debate
- National strategies and policies for territorial cohesion. Case studies in Latin America

ENABLING STAKEHOLDERS' AGREEMENTS

Finding a consensus to establish long-term policies is not easy. Therefore, the Presidency of the Republic has formed a Territorial Development and Citizen Participation Coordination Network, led by the Office of the First Lady, with the participation of the Ministry of National Planning, the Institute for Municipal Development and Counselling (IFAM), the National Department for Community Development (DINADECO) and the Rural Development Institute (INDER). It has three objectives: a) to establish policies that respond to priorities of the territories; b) joint sectoral organisation of the State; c) citizen participation in development processes.

Within the Network's framework, the "Tejiendo Desarrollo" (Weaving Development) programme was created, as a strategy that promotes citizen participation in the creation of public policies, programmes and projects, so they respond to the needs and priorities defined by the social and political stakeholders in the regions, territories, cantons and communities.

MIDEPLAN leads the ongoing actions in the regions and, with the support of EUROsocial, has led the drafting process of the Law for Regional Development, making the regional level an articulating area for what is global, national and local, facilitating integration and coherence of approaches and strategies.

Coordinating Partner



Operating Partners



NATIONAL STRATEGY FOR THE REDUCTION OF POVERTY

“Bridge to development”, the strategy to fight against poverty in Costa Rica

One in five families lives in poverty in Costa Rica. This means 22% of children, women, men and elderly adults in the country have their human rights infringed. This situation has been constant since 2004, with slight variations.



30% of families living in poverty find themselves in a situation of deprivation as they do not have the resources to feed themselves every day. This problem is even greater if we consider that the population growth in Costa Rica has not been accompanied with a reduction in the poverty and extreme poverty indexes, but, nominally, every year, more and more families live in this condition.

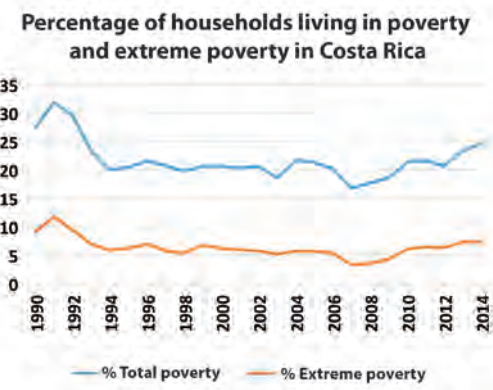
In order to reduce the number of poor households in the country, in 2015 the national “Puente al Desarrollo” (Bridge to development) strategy to reduce poverty was drafted, with the support of EUROsociAL. It aims to deal with about 320,000 poor households throughout the country. Within this strategy, 54,600 households living under the poverty line have been given priority through the Reduction of Extreme Poverty Plan.



SOCIAL PROTECTION

COMPREHENSIVE SOCIAL PROTECTION SYSTEMS

COSTA RICA



EUROSOCIAL'S SUPPORT

EUROSociAL has been supporting the creation of this strategy, providing the experience of Brazil's Sem Miséria Plan as a reference model for programmes that fight against poverty, which try to link social interventions with vocational training, the development of personal skills and labour integration. The former executive secretary for Overcoming Extreme Poverty and coordinator of the Bolsa Familiar Programme from Brazil, Ana Fonseca, participated in the inter-institutional workshops for the creation of the “Bridge to Development” strategy.

Simultaneously, assistance was provided to the Social Presidential Council, a Presidency institution that gathers the social ministries from the country, to define their working protocol, particularly regarding supervision and monitoring to implement that strategy.

STRENGTHS OF THE “BRIDGE TO DEVELOPMENT” STRATEGY

- 1) Built collectively from the intense work of the 33 social institutions in the country, led by the Social Presidential Council, a Presidency institution that gathers together the social ministries from the country; from the Ministry of Human Development and Social Inclusion and the Joint Social Aid Institute.
- 2) It incorporates the concept of human rights as its main axis.
- 3) It introduces methodological innovations, that have great impact: (a) the introduction of a National Information System and Single Beneficiary System; (b) measurement of poverty according to a multidimensional index (MPI) and (c) the use of “social maps” to get to know its impact and geographical distribution.
- 4) It ensures a minimum income through monetary transfers and at the same time, it combines them with actions aimed at the development of skills and opportunities for families, to promote their self-sufficiency.
- 5) It introduces the key figure of the co-manager, whose responsibility is to reciprocally link families and different on-going programmes and services. This link corresponds with the goals and steps defined in conjunction with families and social operators, which are reflected in individualised intervention plans.

EUROSOCIAL'S SUPPORT ITINERARY

- Inter-institutional workshops for drawing up the strategy.
- Distance technical support regarding the advances in the strategy.
- Teamwork meetings by the Social Presidential Council, so as to draft the council's working protocol to implement the strategy.

VIDEOS



Bridge to Development: a fairer, more united and inclusive Costa Rica

THE SOCIAL CO-MANAGER



This figure guarantees coordination at the local level. The social co-manager has a “bridging” role, holding the link between the needs of families in extreme poverty and a dispersed institutional offer. It has managed to achieve a support network that facilitates access to the exercise of their rights, at the same time becoming responsible for the support to families in the compliance with their commitments and the monitoring of tailored comprehensive care plans, according to the needs of each family in extreme poverty. It is estimated that each co-manager monitors 170 families. The social co-manager performs a systematic and thorough process in support of the families. It starts with the diagnosis of their needs and the joint creation of a family intervention plan for their care. As part of this process, he performs follow-up meetings for the proposed targets that show the improvement of their living conditions. The control of the advances will be monitored, both from the compliance of the family and from the commitments undertaken by the other stakeholders involved.

THE INTER-INSTITUTIONAL COORDINATION, KEY FOR THE SUCCESS OF THE STRATEGY



Addressing the poverty problem requires a comprehensive and coordinated response by the different institutions and programmes that have responsibilities regarding the different aspects of this situation. Hence the need to have an effective coordination between the institutions involved in the fight against poverty, to create synergies and to minimise the dispersion of efforts.

In Costa Rica, the Social Presidential Council is the political body responsible for this coordination, as well as the monitoring and assessment, so the “Bridge to Development” strategy and other social policies raised can be duly carried out.

The Presidential Social Council is coordinated by the vice president of the Republic, and made up by the ministers of the Presidency, for Labour and Social Security, Public Education, Health, Culture and Youth, Housing and Human Settlements, and the chief executives of the National Institute for Women, the Joint Social Aid Institute and the Costa Rican Institute for Sports and Recreation.

EUROSociAL backs this inter-institutional coordination supporting the Council's technical team in the drafting of a working and coordination protocol. Thanks to this support, it was possible to take a closer look and define the Council's role in the effective implementation of the strategy.

Coordinating Partner



Operating Partners



COMPREHENSIVE ATTENTION TO INCARCERATED WOMEN

The Costa Rican Public Defender is committed to the resocialisation of incarcerated women

EUROsociAL supports the Public Defender in the signing of a protocol to formalise an inter-institutional network for women linked to criminal proceedings.



The Public Defender's Office of Costa Rica, whose model has inspired other Defenders in Latin America, has signed an inter-institutional protocol for a Network for the Comprehensive Attention of Women Involved in Criminal Proceedings and their Family Dependents in Vulnerable Situations. This protocol introduces significant changes in the Costa Rican criminal justice system and in public policies for social protection.

Usually, the paradigm in dealing with those that are disadvantaged and in conflict with criminal

law is exclusion. They are stigmatised within their communities and they often encounter important obstacles for labour rehabilitation. For women, former prisoners often suffer double discrimination: for the fact they are women and for having infringed the law. The treatment is usually disdainful, and opportunities to change become materially impossible. These women usually have the sociological profile of women with more than one dependent child, heads of households, who have not completed primary education and their occupations are poorly paid and unstable. Many of

JUSTICE

PUBLIC DEFENDERS

COSTA RICA

them work informally as traders or domestic employees.

The implementation of this Network means choosing a different paradigm: inclusion. The aim is to create conditions and opportunities for women in a vulnerable position that have gone through criminal proceedings and wish to build a dignified life project, both for them and for their families.

In Costa Rica, a series of initiatives aimed at changing the social and economic position of women linked to the criminal justice system has been run for many years, particularly for incarcerated women. The creation of this Network completes this process. The main goal of this Network is to establish an inter-institutional coordination body, aimed at the definition and the development of joint comprehensive actions, as well as keeping a constant and appropriate communication between the signatory institutions, within the corresponding competences, goals and powers.

INTER-INSTITUTIONAL COORDINATION. A SUCCESS FACTOR

The Public Defender's Office, with the support of EUROsociAL, made initial contacts and held meetings in order to coordinate the efforts from different public bodies. In addition to the Defender, which leads the Network, the following bodies are members: the Judiciary, the Ministry of Justice and Peace, the National Women's Institute (INAMU), the Joint Social Aid Institute (IMAS), the National Learning Institute (INA), the Children's National Board (PANI), the Alcoholism and Drug Abuse Institute (IAFA) and the Costa Rican Narcotics Institute (ICD). Joint collaboration has been the key to drafting the Protocol.



EUROSOCIAL'S SUPPORT ITINERARY

2014.

- Specialist advice to design the Inter-institutional Network.
- Specialist advice to draft the Protocol for Comprehensive Care to Women Linked to Criminal Proceedings and their Family Dependents in Vulnerable Situations.
- Design of the training course aimed at Public Defenders and public and private institutions within the Support Network.
- Training aimed at Public Defenders and other institutions within the Support Network for the implementation of the protocol.

2015.

- Specialist advice for the inclusion of new organisations into the Network, both for the public and private sectors.

This coordination effort is an unprecedented event in the Costa Rican Public Administration.

Although there are still many challenges pending and expectations are high, and help is required not only at institutional level, but also from various social and business stakeholders, the results achieved so far show that it is going in the right direction. The coordination duties mean that women who come out of a detention centre have enough work and educational tools to subsist within the bounds of legality, and this reduces crime recidivism.

PROVIDING A DIGNIFIED LIFE PROJECT

A comprehensive response to the situation of women linked to criminal proceedings is provided through this support network, satisfying their basic needs such as: study programmes, institutions where they can leave their young children while they study or work, decent housing, school and family grants so their children can study, and even an allowance until they are reintegrated into society. One of the protagonists explains it this way:

"Two years ago I made a mistake, out of necessity; I was pregnant with my youngest child and I brought drugs into a penal centre. They caught me... I was given an eight year sentence. Then, I got to know about the Public Defender's Office. They summoned me and after four months, I was released due to the Psychotropic Drugs Law. It was really hard... I left six children, on the street. Today, thanks to the help from the Public Defender's Office, INAS, IMAS, I am advancing

step by step... I am trying to improve myself and to integrate into society again. The Public Defender's Office gave us hope to be released soon [...] When I was released I had nothing, I wasn't even able to buy a ticket, but when you have kids, you are always motivated to achieve whatever. I hadn't seen my kids in four months, and after causing them psychological harm, seeing them again was a shock for me, as a mother; returning home with them, cooking again for them, reading them a book or watching TV with them is really rewarding. But rehabilitation into society has been hard and has cost me a lot. I have been rejected for many jobs because of my criminal record. Now, I am going to study with the support from the Defender and INAS, but it's still hard... I need time and I have to take care of my children. But I see my future in capital letters, as the mother my kids deserve. I see myself with a career, studying, with a house for my kids... Yes... I see myself in capital letters".

PUBLICATIONS



- Model for the Comprehensive Care for Women linked to Criminal Proceedings and their Family Dependents in Vulnerable Situations

Coordinating Partner



Operating Partners



FIRST-HAND

► Cristina Ramírez

Ministry of Justice and Peace of Costa Rica



"Every time a former detainee is successfully integrated into life in the community, with her family and a stable job, she becomes a reason to celebrate, because this shows the effectiveness of a system that instead of stigmatising provides opportunities and contributes in overcoming the challenge of women who were formerly incarcerated in adapting to life. Training and work opportunities are, undoubtedly, an essential requirement for that".

► Marta Iris Muñoz Cascante

Director of the Public Defender's Office of Costa Rica



"In recent years the Public Defender's Office has understood that its role in the rehabilitation of incarcerated people is critical. The Public Defender has also shown that it can exercise a positive leadership in the design of public policies in favour of incarcerated people [...] This Network is an unprecedented model; and we can say that it represents the first affirmative action from public institutions in favour of vulnerable women linked to criminal proceedings, and it can be considered a good practice to be replicated not only in Latin America but also in other parts of the world".

TAX REFORM IN ECUADOR

Towards a more progressive and efficient system

Ecuador launches an ambitious tax reform in order to maintain the country's social reform agenda.



In recent years, the Ecuadorian Government has been committed to an active social policy that has improved social indicators. However, the increase in public expenditure associated to that policy and the drop in oil prices have forced the country to increase tax pressure so they can go on promoting social and infrastructure policies.

In this context, the National Plan for Good Living 2013-2017 includes some "measures aimed at reinforcing the focus on the tax policy and the State's capacity for tax collection (...) and the implementation of a progressive tax reform is at the centre of the current Ecuadorian Government's public agenda". There are specifically two objectives that tend to

strengthen the tax system: improving the coverage and offering tax incentives as effective support to productive policy tools, and boosting the efficiency of the tax system within the national territory, improving regulatory and management capacity at different government levels.

IMPROVING TAX COLLECTION AND PROCEDURES, TWO TARGETS SUPPORTED BY EUROSOCIAL

Since 2013, the EUROsociAL II programme supports the Internal Revenue Service (SRI) and the

PUBLIC FINANCE



TAX SYSTEMS REFORMS

ECUADOR

Centre for Fiscal Studies (CEF) of Ecuador in a tax reform that allows, on the one hand, tax collection to be improved, and on the other, tax procedures to also be improved. This specifically ensures the progressiveness of tax, so the tax system becomes an effective tool for public policy funding and for the fair redistribution of resources throughout the country. With inputs from the Chilean Internal Taxes Service, in December 2014 Ecuador approved the Organic Law for Incentives for Production and Prevention of Tax Fraud and its regulations.

This regulation is designed to collect 200 million dollars per year and intends to improve domestic production.

RATIONALISATION OF TAX INCENTIVES

Furthermore, EUROsociAL is advising SRI in the assessment of the impact of rationalisation of the entire tax incentive and benefits system. The fiscal incentives and benefits were analysed, and the technical "Impact Assessment" (from the European Commission) was presented, in order to know the impact of the removal or amendment of the tax incentives on the country. In addition, bases were provided to create a monitoring committee. In a second phase, this methodology will be comprehensively applied on fiscal incentives agreed by CEF and SRI, according to the National Plan for Good Living and the Ecuadorian Constitution.

WHITE PAPER ON THE TAX CODE REFORM

EUROsociAL has also assisted in the preparation of a white paper, as a milestone prior to the Ecuadorian Tax Code reform. This reform will have a very relevant impact, providing the Administration with better tools for inspection and tax collection, without undermining the taxpayer's legal security and rights.



FEATURES OF THE ORGANIC LAW FOR INCENTIVES FOR PRODUCTION AND PREVENTION OF TAX FRAUD

This affects the excise tax for cigarettes and alcoholic drinks, including beer.

- ▶ This includes tax incentives aimed at changing the country's energy matrix and reducing the consumption of imported fuels.
- ▶ This includes incentives for small and medium-sized companies, and socially committed businesses.
- ▶ This includes mechanisms to combat tax fraud and to reinforce the tax system.

EUROSOCIAL'S SUPPORT ITINERARY

2013.

- ▶ Exchange visit of officials from the Ecuadorian SRI to the Public Finance General Directorate of France and OEC regarding the assessment of the tax system.

2014.

- ▶ December: Exchange visit to learn about the special taxes reform experience in Chile.
- ▶ December: Approval of the Organic Law for Incentives for Production and Prevention of Tax Fraud and its development regulations.

2015.

- ▶ Technical assistance to assess tax management. Law for the systematisation and rationalisation of tax incentives. Phases I and II.
- ▶ Workshop for the drafting of a white paper about the Tax Code reform. Phase I.
- ▶ Meeting for the preparation of a white paper about the Tax Code reform. Phase II.
- ▶ Presentation and publishing the "White paper on the Tax Code reform".

SOUTH-SOUTH COOPERATION:

CHILEAN TAX REFORM AS A RELEVANT EXPERIENCE FOR ECUADORIAN REFORM

The success of the Chilean tax reform is based on being able to transfer to citizens the need to increase tax collection as a sine qua non requirement to fund the most important and detailed educational system reform in the last 50 years, to support the healthcare system and other social programmes aimed at improving the quality of life of Chilean citizens. Some of the targets of the Chilean tax reform are: to finance on-going expenses with permanent income; those earning more should pay more taxes in order to reduce the inequality gap; promoting company and SMEs investment and taxpayers' savings, as well as reducing tax evasion and avoidance. In this regard, the exchange visit to Chile from the Ecuadorian SRI in December 2014 has allowed them to get to know thoroughly the tax reform carried out in Chile, with particular focus on excise taxes and fiscal incentives in that country to encourage investment and production.

VIDEOS



Interview with Fernando Soria, Assistant Secretary for Budgets. Ministry of Finance, Ecuador

PUBLICATIONS



- ▶ Budget by programmes in a results framework with a focus on planning. The case of Ecuador
- ▶ The effects of fiscal policy on redistribution in Latin America and the EU
- ▶ Looking for a fiscal framework for Latin America

EUROPEAN CONTRIBUTION:

THE METHODOLOGY OF THE EU COMMISSION TO ASSESS THE IMPACT AND RATIONALISATION OF TAX INCENTIVES

The objective of rationalising tax incentives is based on a methodology used by the European Commission named "Impact Assessment", with which they intend to minimise the collection loss arising from inefficient or unjustified tax expenditure, not meeting the objectives for which it was established.

Coordinating Partner



Operating Partners



IMPLEMENTATION OF THE LAW ON TRANSPARENCY AND ACCESS TO INFORMATION

El Salvador: overcoming the culture of opacity

The promotion of transparency and access to information is one of El Salvador's main targets to reduce corruption, obtain a higher rate of citizen participation and promote social control of public management. EUROsocial has supported these efforts, particularly the implementation of the Law for Transparency and Access to Information.



Like many countries in Latin America, El Salvador is confronting the challenge of fighting against corruption in a more efficient manner and improving the quality of its democracy through greater transparency and accountability.

In 2014 El Salvador achieved a score of 39 (0 is the perception of a lot of corruption and 100 for very transparent perception) in the Corruption Perceptions Index prepared every year by Transparency International. It has gone up three positions compared to 2013, reaching the 80th position of the 175 countries included in this study. Despite the

advances, the Central American country is still in the bottom part of that index.

The lack of transparency and the culture of opacity in the Public Administration, together with citizen indifference, are undoubtedly important obstacles in this path. The Law for Transparency and Access to Information (LAIP), in force since May 2011, has opened a way to improve the situation.

Now, State Administrations must provide updated information in their online portals, while the right to ask for and receive public information is now

DEMOCRATIC
INSTITUTIONALISM

TRANSPARENCY AND FIGHT
AGAINST CORRUPTION

EL SALVADOR

consolidated, except for exceptions provided by law.

The law considers the creation of the Institute for Access to Public Information (IAIP), which has been working since February 2013 and guarantees this right and promotes a transparency culture in society and among public officials.

In the Executive, the Under-Secretariat for Transparency and Anti-Corruption of the Presidency of the Republic (SSTA) has taken up the challenge to promote the law to implement the strategy, including the creation of information and response offices, as well as disseminating the right to information among citizens.

SSTA was created as part of the "Honest Government" commitment, which the Executive has included in its 2009-2014 "Change in El Salvador for a better living" plan. In line with these efforts, in September 2011 El Salvador joined the Alliance for an Open Government and, in 2013, the Transparency and Information Access Network (RTA).

EUROSOCIAL'S SUPPORT

Since 2012, EUROsocial has supported the implementation of El Salvador's Law for Access to Information. In the first phase (2012 - 2013), EUROsocial's support was focused on backing SSTA through an exchange of experiences with key institutions in Latin America and the EU. Since 2013, the Programme has focused its efforts on strengthening the IAIP.

INSTITUTIONAL STRENGTHENING

EUROsociAL's support has addressed many aspects of SSTA's strategy. The exchange visits to the National Institute for Transparency, Access to Information and Personal Data Protection of Mexico (INAI) and to the Council for Transparency (CPLT) of Chile have been really helpful to establish a strategy to implement the law, particularly regarding personal data, training procedures, statistical analyses and work with civil society organisations. In addition, EUROsociAL has promoted the integration of SSTA in the Transparency and Information Access (RTA), as well as through an alliance with the Ministry of Education (MINED) and El Salvador's Ministry of Finance to integrate transparency into a Diploma for Fiscal Education to train teachers in technical resources.

THE COLLABORATION WITH IAIP

Since 2013, EUROsociAL has focused its support on strengthening El Salvador's Access to Public Information Institute (IAIP). First, inputs were generated for the design of its first Strategic Institutional Plan 2014 - 2016, inspired in the experience of Chile's Council for Transparency.

Between 2014 and 2015, EUROsociAL has supported the implementation of the IAIP's Strategic Plan, taking into account the experiences of the Spanish Agency, the Basque Data Protection Agency and Mexican INAI.

With the collaboration of the Spanish Sub directorate of Archives, as part of RTA, guidelines were prepared to improve the management of public archives at municipal level. Finally, it is worth highlighting the advances achieved by IAIP for the inclusion of transparency contents and access to information within El Salvador's educational system, giving continuity to the efforts initiated by SSTA. IAIP has taken important steps to enforce the right of access to information. Citizens have started to file appeals when a public institution refuses to provide information. Between March 2013 and August 2015, IAIP had processed a total of 262 cases from 86 public institutions.

EUROSOCIAL'S SUPPORT ITINERARY

2012.

- Exchange visit to Mexico regarding transparency and public access to information. Mexico, DF, Mexico.

2013.

- Specialist advice to improve communication tools and public awareness: *e-learning* element, technological adaptation element and territorial activity element. San Salvador, El Salvador.
- Exchange visit from El Salvador to know about the structure and functionality of the Council for Transparency of Chile. Santiago de Chile, Chile.

2014.

- Technical assistance for the creation of common products between Latin American countries regarding archiving legislation – RTA's archive management model. San Salvador, El Salvador.
- Workshop on international good practices in public administrations regarding operational management for personal data protection. San Salvador, El Salvador.

2015.

- Specialist advice to prepare a methodological guide for public officials in data protection. San Salvador, El Salvador.
- Specialist advice to include subjects regarding transparency and access to information in the educational system. San Salvador, El Salvador.

FIRST-HAND

- Carlos Adolfo Ortega
Commissioner-President of IAIP



"The exchange of experiences with Chile's Council for Transparency has been crucial to strengthen and consolidate the Institute, both in the right for access to public information, and in terms of active transparency. The experience achieved through the exchanges with counterpart institutions has allowed our view to be broadened and, we are thus advancing towards building a more democratic country".

- Marco Tulio Quintanilla
Small business entrepreneur
from El Salvador



"I have positively benefitted thanks to IAIP, because now I have information regarding the prices and technical specifications of competing companies that was denied in the past. This is also beneficial for the institution that puts in a tender, because prices are decreasing".

- Claudia Reyes
IAIP user



"Thanks to IAIP I have managed to obtain the name from the Social Security of the sedative used with premature infants connected to a mechanical ventilator in 2005, and it will allow me to open a legal process against the Social Security. We all have a right to know, to have access to our own information, and it is usually denied, but thanks to the Institute I have enforced my rights".

PUBLICATIONS



- Personal data protection guide for the El Salvador public sector
- Data protection operational guide in El Salvador

Coordinating Partner



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ELECTRONIC INVOICING IN GUATEMALA

Supporting the Superintendence of Tax Administration of Guatemala in the launch of a new electronic invoicing system

EUROsociAL is supporting Guatemala in the technological modernisation of SAT (Superintendence of Tax Administration) aimed at reducing costs, making procedures easier and increasing fiscal control on business operations in the country.



In recent years, tax administrations have faced major challenges created by the globalisation of trade, technological advances and the consequences in communications and processes, which have created new ways for tax obligations not to be complied with. These challenges mean that the tax administrations have to incorporate innovative responses for issues to control, supervise and audit.

As part of the governmental plan “Change Agenda 2012-2016” and the Fiscal and Competitiveness

Covenant, a series of commitments to seek an increase in tax collection and an increase in the tax base were established, expanding the number of taxpayers. In this regard, Guatemala’s Superintendence of Tax Administration (SAT) in its Institutional Strategic Plan 2013-2015 considered it necessary to facilitate and encourage taxpayers and decision-makers to voluntarily fulfil their tax obligations by simplifying the systems, procedures and tax filing requirements and/or taxpaying and customs administration; improving customer care, information, divulgation, guidance and training

PUBLIC FINANCE

VOLUNTARY COMPLIANCE

GUATEMALA



aimed at the taxpayer and those in charge. One of the lines of action in this regard is to strengthen the invoicing model.

In Guatemala, electronic invoicing began to be implemented in 2007, and through the Agreement of the Directory 2008-2011 its mandatory use was established through a gradual process of incorporation in large companies, initiated from 2012 and completed in March 2013. Thus, Guatemala has become one of the first countries to start up electronic invoicing in the region. After more than seven years, the need to update the current model has been identified, as well as having to review the provisions regarding electronic invoicing, creating a new regime (Second Generation) to respond to the new models for business transactions and international electronic exchanges. The new model will be adapted to the invoicing standards of countries throughout the world. This will allow large companies to operate wherever business relations are established.

EUROSOCIAL’S ASSISTANCE TO GUATEMALA’S SUPERINTENDENCE OF TAX ADMINISTRATION (SAT)

For the last two years, the EUROsociAL Programme has been supporting the Tax Administration of Guatemala in their process to define a new electronic invoicing model in order to adapt it to international trends and best practices.

After it is approved, during 2016 SAT is expected to carry out the development and implementation



of the new electronic invoicing model. EUROsocial has supported the issue of technical documentation including its operating scheme and the structure that the Electronic Tax Documents (DTE) shall have, adapted to the Guatemalan tax system.

In addition to Guatemala, EUROsocial has supported modernisation processes for tax administrations in other countries in the region so as to obtain a better tax inspection system, reduce tax evasion, have more tax compliance and increase tax collection.

EUROSOCIAL'S SUPPORT ITINERARY

2014.

- Specialist advice from Brazil to Guatemala to implement electronic invoicing.
- Appointment of the technical team that worked in the design of the second generation electronic invoicing (FACE 2G) and definition of the regulation proposal.

2015.

- Specialist advice from the Mexican Tax Administration Service to the Guatemalan SAT.
- For the remainder of this year, the new model is expected to be approved by the Directorate, the issue of technical documentation including its operating scheme or the structure that the DTE (Electronic Tax Documents) is going to have, adapted to the Guatemalan tax system.



SOUTH-SOUTH COOPERATION: MEXICO SHOWS GUATEMALA HOW THEIR DIGITAL TAX RECEIPT WORKS (CFDI)

This process has had collaboration from the Inter-American Centre for Tax Administrations (CIAT), which the South-South cooperation has promoted by achieving that both the Brazilian Receita Federal (RFB) and the Mexican Service of Tax Administration (SAT), the most advanced countries in the region for the implementation of electronic invoicing, share their experiences and lessons learnt with Guatemala. To do so, SAT made up a technical team that worked in the design of the new second generation electronic invoicing map (FACE 2G) and carried out the global definition, as well as the general strategy for its implementation, with technical assistance, both face-to-face and distance, from experts of the Brazilian RFB and, particularly, from the Mexican SAT.

The Mexican SAT has shared their experience regarding the implementation of the Internet Digital Tax Receipt (CFDI) with the Guatemalan SAT. Likewise, Mexican experts made specific recommendations regarding the different tax regimes to which this new scheme is going to be applied, on specific areas that shall be affected, on the identification of areas of opportunity detected, and on the key documents that make up this project. With this new step towards technological modernisation, SAT intends to reduce costs, make procedures easier and increase tax control on business transactions in the country.

FIRST-HAND

► Lic. Mario Rodolfo Figueroa Ramírez
Inspector for Tax Collection and Management,
Superintendence of the Tax Administration
of Guatemala



“We were visited by professionals, representatives of tax administrations from Brazil and Mexico that should be mentioned for their application of good practices and use of electronic invoicing. This assistance has allowed us to boost the effectiveness of our new model, because in addition to the identifying different areas of opportunity, we have received very valuable advice. This will mean, among other benefits, a reduction in costs for taxpayers, and improvement in the control over their operations”.

ADVANTAGES OF THE NEW INVOICING MODEL

This new electronic invoicing model will allow SAT to obtain quality information from its issuers and reduce the issue of false invoices, that is to say, invoices that do not correspond with a real delivery of goods or provision of services. With electronic invoicing, the authenticity of origin, the integrity of the contents and their legibility are ensured, and will also allow SAT to verify, with a high degree of reliability, the relationship between the invoice issued and the goods really delivered or services provided. That will aid an enhanced legal certainty, ensuring the integrity of the information and reducing the likelihood of fraud through false or amended documents.

Furthermore, SAT will have information regarding the financial transactions in real time; this will improve fiscal audit processes, and large scale electronic tax inspections can be carried out.

For taxpayers, the main benefits are focused on: cost and time savings, because they will be able to present their invoices in electronic format without needing to visit SAT's offices; savings on printing costs and storage space for tax documents; and greater security in safeguarding documents, because it removes the risk of loss of physical documents. Furthermore, it contributes to environmental protection, saving in the use of paper and chemical products for ink.

Coordinating Partner



Operating Partners



THE ECONOMIC AND SOCIAL COUNCIL OF HONDURAS

The Honduran ESC Law: seeking dialogue and consensus in times of crisis

Since 2009, and after a period of great political instability and the deterioration of the atmosphere of understanding between social stakeholders, dialogue and agreement have appeared as crucial topics for Honduran democratic governance. To confront these challenges, the ESC has initiated a strengthening process that finishes with the approval of a new regulation that lays the foundations to institutionalise social dialogue in the Central American country.



The Economic and Social Council (ESC) was created in 2001 as the main social dialogue and agreement institution in Honduras between business, union, farming and governmental sectors. It rallied since 2011, when it incorporated the minimum wage negotiation and discussion, and assumed the monitoring of the “Great National Agreement for Economic Growth with Social Equity” in its agenda.

Even though it has a regulation (Executive Decree for ESC’s creation and Internal Regulation of 2001), the competences of this institution, beyond its definition as consultative body for the Government, were vaguely established. There was not any precise definition of functions or activities, and it was not

even considered as a consultation body before the Government’s legislative initiative.

From the material point of view, the resources and staff assigned to the ESC were too limited. As there did not seem that there was a consolidation of the body and reinforcement of its activity, the main threat over the future of a body, so conditioned by the political scenario and the leadership of the Executive power, was one of discontinuity or even a possible stoppage of its activities in a different political scenario.

In this context, together with the promotion of a culture of dialogue and by improving its technical and

SOCIAL DIALOGUE

STRENGTHENING ECONOMIC AND SOCIAL COUNCILS

HONDURAS



operational capacity, it was considered that it was crucial to strengthen the institution by increasing the legal range of its constitutional regulation. This regulatory change should also serve to clarify its advisory, monitoring and tracking role, as well as the institution’s own initiative, and to update its Regulations, providing its internal operation with greater stability and certainty.

EUROsociAL promoted this initiative through a series of exchanges of experiences between the Council of Honduras and its counterparts in Spain, France, Brazil, and the European Economic and Social Committee (EESC).

In January 2014, the National Congress of Honduras approved the ESC Law. This new regulation, a constitution legislative decree and operating regulations, meant there was a new organisational and functional structure for the Council. The aspects worthy of mention are: 1) the ESC shall have

an indefinite duration, a special labour system, and functional, technical, financial and administrative autonomy, 2) ESC's opinions can be taken into account prior to approval of draft bills, 3) It can issue non-binding opinions and recommendations on draft bills; and 4) the figures of the Vice President and the Advisory Council are included within the structure.



CHALLENGES

The Honduran council faces important challenges such as the search for consensus in areas that are relevant like the Law for the National System for Continuous and Vocational Training, the Social Security reform or the promotion of a greater productivity for growth and sustainable development. In contrast with the past, the council has acquired a clear advisory function, with greater stability and certainty, and being able to take the initiative.

VIDEOS



ESCs and social cohesion

Coordinating Partner



Operating Partners



PARTICIPATION OF CIVIL SOCIETY IN PUBLIC POLICIES

The institutionalised social dialogue of ESC provides a way for civil society to participate in areas commonly reserved only to political stakeholders. In the case of Honduras, its ESC has a permanent, tripartite and advisory nature that includes labour-peasant unions, the employer sector, represented by the Honduran Council of Private Businesses (COHEP) and the Government. Its aim is to allow concerted opinions from the sectors to be translated into or to make up public policies in the following areas: 1) Economic policy related to the labour market, 2) Wage policy, 3) Employment policy, and 4) Educational policy.

EUROSOCIAL'S SUPPORT ITINERARY

2012.

- Identification of needs
- Identification of the demand.
- Technical assistance in Tegucigalpa.
- Exchange visit to the EU.

2013.

- Approval by the plenary of the ESC
- Draft bill.
- Analytical work compared regarding regulations of the ESC in the EU and Latin American.
- Virtual technical assistance.
- Awareness workshop (Tegucigalpa).

2014.

- New ESC Law
- Approval of the law by the Congress of Honduras.

PUBLICATIONS



- Economic and Social Councils in Latin America and the European Union

FIRST-HAND

► María Antonieta Guillén

Appointed by the Government of Honduras, president of the ESC in 2012



"Thinking about the moments that we have been experiencing as a country after a political crisis, has created a time where all of us have been able to sit around the same table—the different sectors that make up the ESC— leaving aside individual interests and confronting the situations we need to solve as a country".

MEETING WITH THE PRESIDENT OF THE REPUBLIC OF HONDURAS (2010-2014)



Once the new regulation was agreed by the plenary of the ESC, the proposed law was presented to the then President of the Republic, Porfirio Lobo Sosa, in April 2013. That meeting brought together the EU Delegation in Honduras and, representing EUROsociAL, were FIIAPP and ESCs from Spain, France and Brazil.

President Lobo thanked EUROsociAL for its support in strengthening social dialogue in Honduras and expressed his willingness to support this initiative and take it to the National Congress for approval.

COMPREHENSIVE FOCUS AGAINST GENDER-BASED VIOLENCE

Supporting comprehensive care to women who are victims of violence in Honduras

Gender-based violence is a central issue in the public agenda in Honduras and a priority for the current Government. Official statistics indicate that every 13 hours a woman is murdered, in most cases within the domestic environment, and that 95% of the cases go unpunished. Even though there is a legal framework that protects women, effective exercise of their rights is limited.



COMPREHENSIVE APPROACH

In order to face this situation, Honduras has initiated a discussion process for inter-institutional, inter-sectoral and civil society institutions, coordinated by the Judiciary and backed by the Presidency. It is a very important stage in the realisation of the national policy to provide comprehensive care to women who are victims of violence, particularly domestic and intra-familial violence; and in recognising that violence against women is a structural problem, different to the social violence that affects the country.

The comprehensive approach to violence against women is key to providing an effective response, which allows not only crimes to be investigated and prosecuted, but also allows victims to be protected, looking after their healthcare and social needs and preventing violence.

INTER-INSTITUTIONAL COORDINATION

With this holistic approach, EUROsocial has supported the drafting of a protocol for the Comprehensive Care of Women who are Victims of Domestic and Intra-Familial Violence in Honduras. This protocol establishes a system of action guidelines to be followed by each professional service involved (judicial, police, prosecution, healthcare, social and educational), which allows the response of public institutions in the prosecution and punishment of violence against women to be improved, together with their comprehensive care and protection, in order to avoid their secondary victimisation. To do this, the programme has collaborated with all the institutions involved in the care of women who are victims of gender-based violence (Judiciary, Prosecution, Secretariat for Security, Secretariat for Development and Social Inclusion, National Women's Institute, Secretariat for Health),



JUSTICE
SOCIAL PROTECTION
HEALTH

ACCESS TO JUSTICE FOR THE MOST VULNERABLE

HONDURAS



thus supporting the inter-institutional coordination strategy in the country.

A SUSTAINED SUPPORT

This support has been sustained, by backing all the inter-institutional coordination process stages, since the protocol was drafted in 2013, its approval by the Inter-Institutional Commission of Penal Justice in 2014, and until its effective implementation in 2015. The launch of the Inter-Institutional Working Panel (from the Monitoring Committee of the Law against Gender-Based Violence) is a very important step. It is a forum for dialogue and decision-making to bring together the tools used by all the institutions involved in the implementation of the Protocol for Comprehensive Care. In this way, we hope to contribute in improving the care given to victims and reduce violence against women.

CAPRODEM, A COMPREHENSIVE CARE SERVICE



As a result of the collaboration between EUROsocial and the Judiciary of Honduras, the first Centre for Care and Protection of Women's Rights (CAPRODEM) was inaugurated in 2014. This centre is a pilot project that aims to strengthen public policies to access rights and bring justice closer to women who are victims of gender-based violence through comprehensive care and a comprehensive, immediate and free approach.

The aim is to provide a quick response to women victims, through an effective referral system and provide them with free legal aid, so they can enforce their rights. Women have, in addition, access to medical, clinical and psycho-social care services, temporary protection in a safe house, or support for their professional integration. Between March 2014 and September 2015 approximately 350 women have been looked after at the centre in the capital, Tegucigalpa.

EUROsocial has supported the roadmap for the centre's start-up in all its stages, from the design of the intervention until the dissemination strategy to make the centre accessible for the recipients.

The Government is committed to replicating CAPRODEM's experience in Tegucigalpa in other Honduran cities, maybe even applying it to other vulnerable groups such as children within this cycle of violence.

EUROSOCIAL'S SUPPORT ITINERARY

2013.

- Drafting of the Comprehensive Care Protocol. Guidance and working model of CAPRODEM to provide care for women.

2014.

- Approval of the protocol by the Inter-Institutional Commission of Penal Justice.
- Design of a technical guide for the adequacy of the protocol in order to facilitate its implementation and development.
- Training meetings (Tegucigalpa and San Pedro Sula) to implement the protocol among the stakeholders involved.
- Creation of a monitoring and assessment system to improve the implementation of the Law against Domestic Violence.
- Dissemination strategy of CAPRODEM.

2015.

- Mapping of resources and identification of critical factors for success.
- Launch of the Inter-Institutional Working Panel.
- Consultancies to the Ministry of Health to implement the protocol and to the Secretariat for Social Development to create a single coordination point.
- Aligning the Comprehensive Protocol for Gender-Based Violence to the regional standard for coordination between the prosecution and the police.
- Strategy to replicate CAPRODEM in other areas.

FIRST-HAND

- Rosa de Lourdes Paz Haslam
Judge of the Supreme Court of Honduras



"Taking into account this problem and the infringement of women's essential rights, EUROsocial's support has allowed the efforts of the Inter-Institutional Commission to be strengthened in order to monitor the Law against Gender-Based Violence against Women, to provide comprehensive care to victims".

REGIONAL APPROACH – NATIONAL FOCUS



This intervention illustrates paradigmatically EUROsocial's regional aspect, and how it causes the regional and national approaches to converge. In fact, the action protocol for victims drafted and approved in Honduras, is the national focus for a regional protocol with institutional coordination mechanisms in terms of gender-based violence. It also includes support for different strategic policies that are priority in governments' agendas. In addition, it is a comprehensive intervention model, where different partners (IDLO, FCGAE, JCI, COMJIB) and different EUROsocial actions (access to law, justice and healthcare) converge from their different approaches to treat a multidimensional problem.

VIDEOS



First Centre for the Care and Protection of Women's Rights in Honduras

PUBLICATIONS

► Protocol for the Comprehensive Care of Victims of Violence against Women in Cases of Domestic Violence and Intra-Familiar Violence and Training Guide for its Implementation

► Mapping of resources and identification of critical factors for success

Coordinating Partner



Operating Partners



REFORM OF THE NATIONAL EMPLOYMENT SERVICE OF HONDURAS (SENAEH)

Honduras launches new programmes for the labour integration of young people

Honduras, with the support of EUROsociAL, implements a new service model for employment centres and prepares new initiatives for the school-work transition to improve the labour integration of young people from the “Better Life Grant”.



Active employment policies are an essential vector for social cohesion, because they are aimed at improving the employability of disadvantaged people; by promoting transparency, equity and efficiency in labour markets; meeting the demands of the employers’ sector through actions to select, guide and qualify the employment offer actions; and removing barriers associated with gender, age and geographical conditions.

In order to improve active employment policies, there should be a focus on improving the main tools for their development and management: employment services. This includes new care models, reorganising internal systems, introducing (or improving) computing platforms and training staff.



By making the main improvements in this area available (both European and Latin American), EUROsociAL has supported the Secretariat of Labour and Social Security (STSS) from Honduras by focusing on two key topics: on the one hand, the restructuring of the National Employment Service of Honduras (SENAEH), and on the other, the definition of mechanisms for institutional coordination to implement processes to

EMPLOYMENT

ACTIVE EMPLOYMENT POLICIES

HONDURAS



enable young people’s transition from the educational system to the labour market.

RESTRUCTURING OF THE NATIONAL EMPLOYMENT SERVICE OF HONDURAS (SENAEH)

The Labour Minister has considered the restructuring of SENAEH a priority objective, because the level of services provided to the population was not enough to deal with the country’s employment problem, which was a commitment assumed by the authorities.

EUROsociAL’s support has consisted in the definition of a service model for the employment centres, which

has been implemented through a pilot office identified by STSS in the city of La Ceiba, department of Atlántida.

The first working phase was undertaken in Tegucigalpa with the STSS technical team, and was summarised with activities also associated with relevant institutional stakeholders such as the National Institute for Vocational Training (INFOP), the Association of Honduran Councils (AMHON), the Secretariat of the Interior and the universities. The integration of those stakeholders, with defined roles and contributions is definitely one of the main innovations of the new service model. This shift in focus has strengthened SENAEH's capacity regarding the provision of services due to a partners network it had, at first in the city of La Ceiba and, subsequently, throughout the territory.

Simultaneously to these changes, STSS was supported in adapting its information system and managing the employment centres. There is a feature, among many others, which has been activated that allows an agreement to be signed between the employment centre and the unemployed person, monitoring the user's path towards their labour integration.

OPPORTUNITIES FOR YOUNG PEOPLE: SCHOOL-WORK TRANSITION¹

The analysis of the statistics of children from families of the "Better Life Grant", the main programme to fight against poverty in the country, shows three interesting situations: the first one corresponds to the group of young people with labour integration difficulties, that is, the unemployed; the second refers to young people who neither study nor work ("ninis"); and the third group is made up by young people integrated into the working world although precariously, generally in informal sectors.

Faced with these situations that make up the "critical" groups in the social realities of the Better Life Grant, a programme facilitating young people to continue with their studies or be successfully integrated in the labour market, either as an employee or self-employed, must be implemented. Young people who neither study nor work have

EUROSOCIAL'S SUPPORT ITINERARY

- Specialist advice to design the new organisational model for SENAEH.
- Employment centres' human resources training.
- Launching of a pilot office in the city of La Ceiba by implementing the model and tools developed during the first phase.
- Specialist advice to identify inter-institutional coordination mechanisms to facilitate the school-work transition for young people from the "Better Life Grant".
- Workshop to define public policy lines for students to stay in education or the transition to work for young people from families participating and graduating from the "Better Life Grant".

an increased probability of falling into groups outside the law or become prospective candidates for emigration so that they can solve their problems of income. In fact, it is estimated that inequalities in school careers later turn into different jobs and different income levels, perpetuating or even increasing, the original social inequalities. In this case, educational, training and employment policies have a very important role, but their coordination is required to allow young people to deal with their labour and social integration in a better position.

¹ It is worth mentioning that this activity is carried out at regional level in collaboration with ILO and involves the following countries: Chile, Costa Rica, Uruguay, El Salvador and Honduras.

FIRST-HAND

► Ramón Carranza Discua
Deputy Minister for Employment



"EUROSociAL is supporting us in many areas, particularly concerning employment services and social dialogue. This support has allowed many advances. In the Social Dialogue area, we have had the opportunity to create a legal framework for the Economic and Social Council that helped increase the dialogue from the tripartite government forum, entrepreneurs and workers. By giving support to employment services, we are reinforcing employability programmes that are a priority for the Government of President Hernández. Honduras is changing, also thanks to EUROSociAL".

INTER-INSTITUTIONAL COORDINATION

EUROSociAL has supported the Government of Honduras to assess the conditions that allow public policies for the school-work connection to be implemented. Particularly, and as a starting point, they have tried to identify mechanisms to directly connect young people from families that graduate from the Better Life Grant Programme (BVM) with the existent institutional offer in the different institutional bodies such as STSS, the National Institute for Vocational Training (INFOP), the Secretariat for Education (SE), the Secretariat for Development and Social Inclusion (SEDIS) and the National Commission for a Non-Formal Alternative Education. This analysis, captured in a diagnosis document, has allowed the discussion between the responsible stakeholders about possible and sustainable strategies for a school-work transition project for the young people of Honduras. A technical group was constituted with the support of EUROSociAL, bringing together the stakeholders involved in this process, in order to draft the proposal of the Agreement from the President of the Republic in the Council of Ministers (PCM) by formalising the defined inter-institutional cooperation processes. The purpose of this cooperation is "to guide young people from the Better Life Grant Programme to remain in the educational system, and if there are any drawbacks not to allow them to have an impact, to manage their referral towards the different alternatives they can access to support a decent job or for production opportunities, through monitoring, education, guidance, training and job advice processes" (from PCM's draft).

VIDEOS



Opening of the employment services pilot centre at La Ceiba, Honduras



School-work transition in Honduras

Coordinating Partner



Operating Partners







EVALUATION AND PRIORITISATION SYSTEM FOR REGIONAL IMPACT PROJECTS

Mexico launches a National Policy for Regional Development to reduce territorial inequalities

EUROsocial supports SEDATU to implement assessment and prioritisation systems for projects of regional impact that will allow strategies adapted to the territories' needs to be implemented with a better allocation of resources.



There has been an increased focus on the geographical impact of public policies in Latin America in recent years. Despite most countries in the region having positive macro-economic indicators, inequalities are still segregating societies and local communities.

Mexico is a good example of this situation. A significant part of the Mexican population that lives in the less developed states or in less developed areas of more developed cities or states, remain excluded from the benefits of a general growth. There are important differences between the northern and southern regions, between cities and rural areas, and within most of the states. In recent years, after the Secretariat for Agricultural, Territorial and Urban Development (SEDATU) was created, and with the launch of a coordinated national policy for regional development, the Mexican Government committed to territorial cohesion,

confronting the differences in economic development and quality of life between different Mexican regions.

Three regional programmes have been prepared for the north (Baja California, Baja California Sur, Coahuila, Chihuahua, Durango, Nuevo León, Sinaloa, Sonora, Tamaulipas and Zacatecas), centre (Aguascalientes, Colima, Distrito Federal, Guanajuato, Hidalgo, Jalisco, Estado de Mexico, Michoacán, Morelos, Nayarit, Querétaro, San Luis Potosí and Tlaxcala) and south-south-east (Campeche, Chiapas, Guerrero, Oaxaca, Puebla, Quintana Roo, Tabasco, Veracruz and Yucatán), endorsed by the 14 ministries of the State Government of the Republic. EUROsocial is currently supporting the implementation of those programmes, particularly in these areas:

- ▶ Assessment and prioritisation of projects with regional impact.

DECENTRALIZATION

REGIONAL DEVELOPMENT

MEXICO



- ▶ Capacity building of the Public Administration in regional development issues at different levels.
- ▶ Development of a common reference framework for cross-border cooperation between Guatemala and Mexico.
- ▶ Financial instruments to promote regional development.

START-UP OF THE SYSTEM WITH EUROSOCIAL'S SUPPORT

SEDATU is implementing an Assessment System for Regional Development Projects, designed with EUROsocial's support. This tool aims to identify the needs of each of the country's regions, mainly in healthcare, education and financial matters, and from this identification, implement strategies to mitigate the weaknesses and inadequacies.

During the system's testing phase, a pilot project was developed regarding specific projects between SEDATU and the Secretariat of Health. This system was brought before the technical group for monitoring regional development programmes, formed by the 14 Ministries of State that have endorsed the regional programmes, and before the Special Committee for the Promotion of Regional Development of the Chamber of Deputies.

The experience from the European Commission project in Serbia "Project Preparation Facility - PPF5" (www.ppf5.rs) has been key to design this system.

MEXICO CHAIRS THE LATIN AMERICAN NETWORK FOR REGIONAL DEVELOPMENT

Mexico, through SEDATU, has taken over the chairmanship for the Latin American Network for Regional Development for the period 2015-2016. This network was promoted by Brazil in 2013, with the support of EUROsociAL, the Development Centre of the OECD, ILPES- ECLAC, the Directorate-General on Regional Policy of the European Commission and the Committee of the EU Regions, which are members of the support group.

Under its presidency, Mexico aspires to consolidate the Network as a mechanism for dialogue on regional development policies in Latin America. The Diagnosis for Regional Development in Mexico, coordinated by EUROsociAL under the supervision of the Development Centre of the OECD should be mentioned, as they are a relevant example of this Network's role to promote.

Finally, the growing attention from Mexico's government to strengthen the cooperation between Latin American countries should also be highlighted. This has been materialised by the cross-border cooperation with Guatemala. The boost to the cooperation between both countries has begun to bear fruit and SEDATU and SEGEPLAN have agreed to prepare a Bi-national Plan for Border Development, whose design is also supported by EUROsociAL.

EUROSOCIAL'S SUPPORT ITINERARY

2014.

- Drafting of the priorities for action.
- Exchange visit of a Mexican institutional delegation to Europe led by SEDATU (before the approval of the three regional development programmes).
- Preparation of a shared work plan between EUROsociAL and SEDATU.
- First technical assistance actions.

2015.

- Comparative analysis of European and Mexican experiences.
- Evaluation of the three project portfolios from the different regional development programmes that have been approved.
- Pilot experience, taking advantage of the collaboration between SEDATU and the Secretariat of Health.
- Presentation of the pilot project for its validation, before the Special Committee for the Promotion of the Regional Development of the Chamber of Deputies of the Republic of Mexico.
- Start-up of the system.

FIRST-HAND

► Alejandro Nieto Enríquez
Undersecretary for Urban Development
and Housing



"This is a comprehensive platform that detects delays in each region of the country and clarifies the creation of specific public policies according to the needs in those places (...). Territorial policies can't be identical, because the country's territory isn't identical; each place has different features and limitations".

VIDEOS



EUROSociAL Seminar on regional policy in the Open Days 2014



Inauguration of the Third Meeting of the Latin American Regional Development Network

PUBLICATIONS



- Regional Development Diagnosis: Mexico
- National strategies and policies for territorial cohesion. Case studies in Latin America
- Regional development and policy in Europe. Contributions for the debate in Latin America

SERBIA TRANSFERS ITS EXPERIENCE TO MEXICO

The changes and reforms carried out by Serbia, candidate country for accession to the EU, which benefits from the Instrument for Pre-Accession Assistance (IPA), have been of great interest to Mexico, which has faced this process with a similar starting point. In both cases, the most important issue was structuring a system to rationally orientate public investment, limiting the discretionary margins in the decision-making procedures.

The European Commission demanded that Serbia make a series of changes in order to be able to use European structural funds, among them was the launch of an efficient and robust system to prioritise projects. Some of the main issues Serbia had to face were, firstly, that little attention had been paid to the strategic importance of the projects, that is to say, their potential contribution to be able to achieve strategic objectives at the national level; secondly, the assessment on how the projects were prepared (maturity) did not take into account the data quality (reliability) and the integrity of the planning and the technical documentation.

These considerations were also relevant for the Mexican case, particularly for the prioritisation of the regional development portfolios attached to the three regional development programmes (north, centre and south-south-east), a total of 540 projects. SEDATU already had a system in the design phase. EUROsociAL helped to improve and perfect the system, as well as to launch a pilot scheme with the healthcare projects, in collaboration with the Secretariat of Health.

Coordinating Partner



Operating Partners



COORDINATION OF STAKEHOLDERS TO PREVENT VIOLENCE

Improving the coordination of national and local governments in the management of citizen security

EUROsociAL supports the policy to prevent violence in Panama in one of its key issues: the coordination of the stakeholders involved in managing citizen security.



Panama has one of the lowest crime rates in the region. However, in recent years it has suffered a gradual increase in the levels of violence, reflected by the perception of insecurity of its citizens. Currently, 29.8% of Panamanians believe that security has deteriorated compared to the previous year.

One of the various reasons for this deterioration is the lack of coordination between state and local authorities to prevent violence and for the coordination of responses to the insecurity.

In this regard and within the framework of EUROsociAL, since 2013 the Office for Integral Security (OSEGI) and the Vice-Ministry of Citizen Security have considered that working on the update of the National Prevention Strategy in Panama should be a priority, on two matters. On the one hand, in a work plan focused on coordinating the prevention initiatives in the territory. On the other, in strengthening the technical capacities of the teams responsible for implementing the strategy, both at national and local level.

CITIZEN SECURITY

VIOLENCE PREVENTION

PANAMA



A COORDINATION MODEL BASED ON PEER LEARNING

Based in the European experiences from France, Belgium, Spain, United Kingdom and Italy, the Coordination Model for National and Local Governments in the Management of Citizen Security and Prevention of Violence aims to strengthen the work coordinated by the different levels of government. To do so, cooperation agreements have been drafted aimed at promoting focused plans and programmes, which are coordinated with the National Prevention Strategy, and respond to the territory's needs. The Model and the cooperation agreements are already being implemented and allow for a more efficient use of the resources allocated to prevent violence, with monitoring at a central level.

In the long run, the Coordination Model for National and Local Governments seeks to contribute to the current decentralization process, boosted by the Government of Panama with the Municipal Decentralization Law, through the development of a monitored methodology so that councils can contribute better in the management of citizen security and prevention of violence.



COORDINATION OF STAKEHOLDERS IN COSTA RICA: A COMPREHENSIVE VISION TO PREVENT VIOLENCE

Panama is not the only country that has given priority to the coordination of stakeholders to prevent violence in collaboration with EUROsociAL. The Vice-Ministry of Peace of Costa Rica has also been working on the coordination of the Public Administration's different organisational structures at the national level to prevent violence. With EUROsociAL's support, in 2014 the National Plan to Prevent Violence 2014-2018 was developed, including a methodology to strengthen inter-institutional coordination to prevent violence. EUROsociAL has also supported the implementation of the national plan, with a pilot project in the town council of Desamparados, which has one of the highest violence and crime rates in the country.

A proposal is currently being drafted so that the Ministry of Justice and Peace can comply with its mission of "coordinating all the official plans and programmes directly or indirectly linked to prevention." This proposal is laying the foundations for a new inter-institutional coordination model for Costa Rica.

EUROSOCIAL'S SUPPORT ITINERARY

2013.

Support to strengthen the Country's Citizen Security Strategy

- ▶ Diagnosis on the structures working to prevent violence in Panama.
- ▶ Diploma course in the Prevention of Violence.

2014.

Towards a Coordination Model of National and Local Governments for the Management of Citizen Security and Prevention of Violence

- ▶ Focus group and workshops with local prevention committees and local governments.

2015.

Coordination at all levels and implementation of the model

- ▶ Design of the implementation strategy for the Coordination Model and support for its implementation.
- ▶ Design of a road map to create a coordination board for contributors to the Citizen Security and Prevention of Violence strategy for Panama.
- ▶ Support in the update of the Country's Security Strategy.

PUBLICATIONS



- ▶ Regional model for a Comprehensive Policy to Prevent Violence and Crime

Coordinating Partner



Operating Partners



COMPLEMENTARITY WITH OTHER EU PROGRAMMES

The development of this initiative has been performed in coordination with the SECOPA EU programme (Security Cooperation with Panama), also present in Panama, which has defined additional working lines, which is certainly, an example of joint efforts between different EU institutions that reward their actions in Panama.

Furthermore, work is being undertaken with the United Nations Development Programme (UNDP) to align the tools developed by each of them and for their proper use in Panama, so that the proposed model can be sustained.

PROGRAMME TO FIGHT AGAINST EXTREME POVERTY

Tekoporã, the transfer programme with co-responsibility of Paraguay

EUROsociAL is supporting Paraguay in its efforts to eradicate extreme poverty and to extend social protection in the country. To do so, it supports the Tekoporã Monetary Transfer Programme with co-responsibility, which reaches 500,000 families.



FIGHTING AGAINST EXTREME POVERTY: A REGIONAL ISSUE

Despite the advances achieved over the last few years in Latin America and the Caribbean, in 2014 there was still extreme poverty in 28% of the population, including 12% living in conditions of extreme poverty. These figures correspond, respectively, to 167 million poor people and 71 million homeless people.

In this context, the main tools of the countries in the region to fight poverty are Conditioned Transfer Programmes or those with Co-responsibility (CTP). The CTPs have been created in order to stop the intergenerational transmission of poverty through the development of human skills in the most vulnerable families. They are based on monetary support mainly aimed at improving education, health and nutrition of these families' children, and at the same time promoting the expenditure levels in these households.

There is a strong consensus regarding the huge potential of monetary transfers to strengthen families'

assets, and even to strengthen their capacity to generate income by connecting their members to policies for training and labour integration and production. This complementarity between areas of protection and promotion is incorporated in most of the CTPs.

In the last four years, EUROsociAL has supported the innovation of several monetary transfer programmes in Latin America. Particularly, the CTPs from Brazil, Colombia, Costa Rica, Guatemala, El Salvador, Honduras, Ecuador, Paraguay, Peru and Uruguay have received its support.

This support has involved two core aspects: 1) coordination with measures and services for work integration and production of the beneficiary families, and 2) improvement of their operational and management designs, and greater integration within the social protection systems.

EUROSOCIAL'S SUPPORT

In Paraguay, EUROsociAL has supported Tekoporã in a monetary transfer programme with

SOCIAL PROTECTION



COMPREHENSIVE SOCIAL PROTECTION SYSTEMS

PARAGUAY

co-responsibility that reaches 133 districts and 101,814 families, approximately 500,000 people. The aim of Tekoporã, which in Guaraní means "good life", is to provide social protection to households in conditions of poverty and to improve the participants' quality of life, facilitating the exercise of their rights to food, health and education. The increase in the use of the basic services establishes a community support to empower the families and strengthen social networks.

EUROsociAL has contributed to the strengthening Tekoporã by supporting two specific projects:

Comprehensive review of the Tekoporã programme

The design and management and implementation system of the Tekoporã Programme has been renovated. The consultancy, which has also allowed a new operational guide for the programme to be drafted, has been led by the former executive secretary for Overcoming Extreme Poverty and coordinator of the Bolsa Familiar Programme of Brazil, Ana Fonseca.

Review and implementation of the information system of the Tekoporã programme

EUROsociAL has also supported the definition and launch of the information system for the programme, which allowed the ISO 9001 Certification for the payment process to be obtained, being the first social programme in Mercosur to receive a similar certification. As a result, transfers are now regular, allowing households to better plan and organise their expenses.

Tekoporã is already working as the gateway for the National Social Protection System and it is contributing to improve the conditions of thousands of families in Paraguay.

SUPPORT FOR THE SOCIAL ACTION SECRETARIAT

Supporting Tekoporã is part of a more extensive support activity to Paraguay's Secretariat of Social Action, created in 1995 to coordinate social policies in the country, with a special focus on the eradication of poverty. In 2013, when the new Government of President Cartes took office, 23.8% of Paraguayans were still living in conditions of poverty and 10.1% in extreme poverty. SAS had an uncoordinated organisational structure, an inefficient information and operational management system, and monitoring procedures that were incomplete and out-dated regarding the structure of the programmes and projects.

Once these limitations were identified, and as a result of a request from the Minister of Social Action, the EUROsociAL Programme from the European Union has become an important partner of SAS to boost a series of organisational and management changes. Thanks to the support from Argentinean and Spanish experts, advice has been given to SAS to constitute its Institutional Strategic Plan, reorganise its management system in a result-oriented manner and, at the same time, revise its structure and organisation chart. Also thanks to EUROsociAL, SAS has in recent years become a more efficient institution to achieve its goals.

EUROSOCIAL'S SUPPORT ITINERARY

Comprehensive review of the Tekoporã Programme

- ▶ A comprehensive diagnosis of Tekoporã including all its elements, and in particular its operational aspects, which are reflected in the new operational guide.
- ▶ A document with recommendations so Tekoporã can comply with defined objectives.
- ▶ Guidelines for a new communication strategy to make Tekoporã and SAS more visible, to be adopted by SAS.
- ▶ Guidelines aimed at Tekoporã becoming the gateway to a social protection system taking into account its universality and presence in all departments and districts.

Review and implementation of the Tekoporã Programme's Information System

- ▶ Review of the payment processes, inclusion of beneficiaries and operational management and control of co-responsibility of the Tekoporã programme.
- ▶ Analysis of the sequences scheduled for the different processes and recommendations to reduce the phases and speed up the paperwork.
- ▶ Joint definition with SAS officials of the flows and diagram of each process.
- ▶ ISO 9001 Quality Certification for every process.
- ▶ Inclusion of the processes in an operational guide.

FIRST-HAND

▶ Héctor Cárdenas

Minister of the Secretariat of Social Action, SAS, Paraguay



"The cooperation from EUROsociAL was the basis for the certification of a social programme with ISO 9001. Elements of effectiveness and efficiency that are usually found in the private sectors have been added to Tekoporã".

SOUTH-SOUTH COOPERATION



Through EUROsociAL's support, the pioneering experience from Brazil has been transferred to Paraguay for conditioned transfer programmes. The starting point and inspiration was the successful Brazilian programme: "Bolsa Familia", which in one decade has achieved that poverty in Brazil be reduced by half (from 9.7% to 4.3%), thanks to its wide scope and coverage —about 50 million Brazilians with low income level. Over the years, "Bolsa Familia" has developed and been integrated into a wider plan called "Brazil Free from Want". Brazil Free from Want was launched in June 2011 and is made up of three axes: guaranteed admittance, access to services, and productive inclusion, together with a focus on active search.

This experience and its importance to Paraguay's social policy, was emphasised during the commemoration of the 10th anniversary of the Tekoporã programme, in September 2015, with the participation of the President of Paraguay, Cartes, and the former President of Brazil, Luiz Ignácio Lula da Silva, together with senior officials from the European Union.

VIDEOS



Interview with Héctor Cárdenas, Minister of the Secretariat of Social Action of Paraguay



Tekoporã's harvests: three life histories



Historical collection: launch of Tekoporã

Coordinating Partner



Operating Partners



ACCESS TO JUSTICE BY INCARCERATED FOREIGN WOMEN AND YOUNG PEOPLE

Improving assistance to incarcerated people in an particularly vulnerable position in Peru: foreign women and young people

EUROsociAL contributes by preparing a defence protocol so that foreign women and young people from different correctional facilities in Peru can have efficient access to justice and receive better assistance.



There are two groups in Peru's prison population that are particularly vulnerable to overcrowding and living conditions in prisons; on the one hand, young people, which represent 11% of the total, and on the other, foreign women, 90% serving sentences for drug trafficking.

According to the country's Constitution, the Public Defender's Office is responsible for guaranteeing that people have free access to their right of defence if they are financially disadvantaged or in situation of vulnerability.

As part of the regional intervention that EUROsociAL is carrying out with public defenders, in 2014 the Peruvian government considered it a priority to improve the situation of those two groups, by

establishing guidelines to be followed by public defenders. In this regard, in 2014 EUROsociAL collaborated with the Ministry of Justice of Peru through the Directorate-General of the Public Defender's Office and Access to Justice to increase the programme's support to the Defender's office nationally, by creating a specific defence protocol to be applied at the national level.

PROTOCOL'S CONTENT

On the one hand, this protocol addresses the main needs identified within the group of foreign women imprisoned in correctional facilities, such as translation, up to date and intelligible legal advice regarding prison benefits, alternatives so that they can

JUSTICE

PUBLIC DEFENDERS

PERU



return to their countries of origin, proper child care facilities, guarantees to be able to have a link with their families and access to appropriate medication. On the other hand, it also addresses the specific needs of juvenile inmates, like obtaining differential treatment according to their age, access to prison benefits and contact with their families.

The protocol establishes specific measures and general recommendations that the public defenders must undertake in order to obtain proper attention for these groups, from the moment of their detention until the sentence is enforced.

FUTURE PROSPECTS

This initiative has continued in 2015, by improving inter-institutional coordination and in the application of prison benefits and judicial attention to incarcerated women in Peru.

REGIONAL APPROACH AND STRENGTHENING OF NETWORKS

This intervention gives a good indication of EUROsociAL's regional approach and of the support the programme gives to existing regional networks. The Public Defender's Protocol regarding access to justice by incarcerated foreign women and young people in Peru means the regional good practices guide for the attention that Public Defenders provide to incarcerated people, approved in 2013 by the Inter-American Association of Public Defenders with EUROsociAL's support, shall be enforced nationally. Subsequently, this guide was incorporated into the internal regulations by the national public defender's offices.

The implementation of that guide for Peru was carried out in the 2014 protocol, because the Peruvian government considered that specific treatment for the groups of young people and foreign women was required. The drafting and implementation of the Peruvian protocol will once again return to the regional area, because the experience is going to be shared with other public defenders in the region that are going to analyse the possible transfer of this experience to other countries.

EUROSOCIAL'S SUPPORT ITINERARY

2013.

- Drafting of a regional guide.
- Approval by the AIDEF Defenders network.
- Awareness and training activities.

2014.

- Approval of the guide by each of the national Public Defenders.
- Drafting and approval in Peru of the protocol regarding foreign women and young people.
- Presentation and dissemination of the protocol before the different stakeholders.

2015.

- Improvement of inter-institutional coordination in Peru in order to implement the protocol.
- Preparation of materials for the awareness of defenders and judges, and harmonisation of procedural criteria.
- Monitoring system for the results.

FIRST-HAND

- Dr. Henry José Ávila Herrera
Vice-Minister of Human Rights
and Access to Justice



"Above all, for foreign women and young incarcerated people, confinement is a completely unknown, hostile and often excessively aggressive reality. Here, the public defence lawyer should be a means of containing the excesses sometimes produced in the penitentiary system".

VIDEOS



Behind bars far away from home

PUBLICATIONS



- Regional Guide for the Public Defender's Office and the Comprehensive Protection of Incarcerated People
- Protocol for the Public Defender's Office regarding the access to Justice by incarcerated foreign women and young people, Peru

- Protocol for the Individual and Multidisciplinary Attention regarding the separation process between incarcerated mothers and their children, Guatemala
- Model for the comprehensive attention to women connected with criminal proceedings and their family dependents in vulnerable situations, Costa Rica

GENDER APPROACH



Usually, prison systems do not respond to the particular needs and problems of women prisoners. The intervention in Peru is introduced in the line of work of the programme with the Defenders, which incorporates a gender approach and tries to have an impact on the administration of justice so that gender determinants that have an influence on why crimes were committed or in the enforcement of sentences can be taken into account. In this area, two additional protocols prepared in Guatemala and Costa Rica have been approved, which cover the situation of incarcerated women with children and those with family dependents, respectively.

Coordinating Partner



Operating Partners



IMPLEMENTATION OF THE NATIONAL ANTI-CORRUPTION PLAN

Looking for greater inter-institutional coordination

Since 2013, EUROsociAL has supported the implementation of Peru's National Plan against Corruption. It especially works together with the High Level Commission against Corruption to improve the articulation and coordination between key public and private stakeholders in the fight against corruption.



Like in many other Latin American countries, the fight against corruption is still one of the main challenges that Peru faces. The country is still stuck in the lower part of Transparency International's Corruption Perception Index, in position 85 out of 174 countries.

In order to improve the prevention, detection, investigation and punishment of crimes of corruption, and fulfil the international commitments acquired when Peru became a member of OECD, the government launched the National Plan to Fight against Corruption 2012-2016.

Peruvian institutions are aware that corruption is a complex, multi-dimensional and multi-causal phenomenon, and that fighting against it cannot be addressed by a single institution. Coordinated work between the institutions involved is required, with the goal of implementing an effective policy.

Thus, after verifying that there was inadequate co-operation and information exchange between the key institutions, the National Plan against Corruption took into account that one of its priorities is the need to strengthen the coordinating role of the High Level Commission against Corruption (CAN).

DEMOCRATIC INSTITUTIONALISM

TRANSPARENCY AND FIGHT AGAINST CORRUPTION

PERU

EUROSOCIAL'S SUPPORT

EUROSociAL has accompanied the implementation of the National Plan against Corruption, particularly in supporting the preparing the draft bill for the autonomous responsibility of legal persons, as well as the investigation and punishment of economic-financial crimes and the standardisation of reporting and complaint mechanisms in central Government institutions.

DRAFT BILL REGULATING AUTONOMOUS RESPONSIBILITY OF LEGAL PERSONS IN CRIMES OF CORRUPTION

In order to promote good practices in the business sector, CAN, with EUROsociAL's support, prepared a draft bill for the autonomous responsibility of legal persons in cases of corruption. This accompaniment has included specialist advice in the drafting of this regulation and awareness-building workshops for the key stakeholders, with the international best practices. This initiative has had an inter-institutional scope, involving many State institutions (Ministry of Justice and Human Rights, Judiciary, Public Ministry, Constitutional Court, the Ombudsman, the Comptroller General of the Republic, among others); representatives of civil society and the business sector (National Society of Industries and Chamber of Commerce of Lima).

This proposed law includes direct liability for the legal persons involved in acts of corruption, as well as imposing fines, regulating mitigating and aggravating factors, and the criteria to enforce sentences. It also includes a model to prevent crimes of corruption within organisations.

INVESTIGATION AND PUNISHMENT OF ECONOMIC-FINANCIAL CRIMES LINKED TO CORRUPTION



The strategies to fight against corruption and economic-financial crimes involve different governmental bodies. The lack of coordination is one of the main obstacles in the fight against these types of crimes, hence the importance of obtaining an effective coordination. EUROsocial has specifically supported CAN in drafting two supplementary protocols: one for the exchange and access to information between the Public Ministry, the National Police, the Comptroller General of the Republic and the Financial Intelligence Unit (UIF); and a second one focused on the intervention to recover assets. The bodies involved are the Public Ministry, the UIF, the Procurator, the Judiciary and the National Commission for Seized Property (CONABI).

Additionally, EUROsocial has supported strategies for the inclusion of civil society in the fight against corruption, as well as to strengthen the archive system, as a tool of the Law for Transparency and Access to Information.

EUROSOCIAL'S SUPPORT ITINERARY

2012-2013.

- ▶ Specialist advice to Peru to improve reporting and complaint mechanisms.
- ▶ Analytical comparison work on criminal and administrative liability for legal persons in the EU/LA.
- ▶ Specialist advice to prepare a draft bill about the criminal liability of legal persons.
- ▶ National workshop on a national public-private alliance to prepare a strategic plan on business collaboration in the fight against corruption in Peru.

2014-2015.

- ▶ Specialist advice to design and develop Inter-Institutional Coordination Model in the Prevention and Fight against Corruption in Peru.
- ▶ Specialist advice to draft a protocol for the recovery of assets.
- ▶ Latin American meeting of the OECD programme against corruption: working sessions to approve the preliminary bill regarding the criminal liability of legal persons.

FIRST-HAND

▶ Susana Silva

Coordinator of the High Level Commission
against Corruption



"Corruption can't be only fought by the Judiciary, the Public Ministry or civil society itself; it requires the coordination of all the public sector appointed to fight it, as well as the business sector and civil society. EUROsocial's support to CAN, through the different technical assistances and workshops, to consolidate the draft bill for the criminal liability of legal persons and the standardisation of reporting and complaint mechanisms for the Executive institutions, has been really valuable".

VIDEOS



Inter-institutional coordination in the fight against corruption



Good practices forum about the fight against corruption

PUBLICATIONS



- ▶ Criminal and administrative liability of legal persons in crimes linked with corruption

STANDARDISATION OF CORRUPTION WHISTLEBLOWING AND COMPLAINT MECHANISMS

The National Plan to Fight against Corruption includes in its priorities, the standardisation of the mechanisms to report acts of corruption, in order to establish criteria and procedures that are uniform in the State's bodies, to receive and issue denouncements in order to guarantee that the procedure is predictable, clear, and simple for citizens.

The General Coordination of CAN, with EUROsocial's support, has prepared a proposal for a homogeneous regulation in the submission and attention of corruption denouncements through the administration, applicable to all the institutions from central government, which was validated and approved through a CAN memorandum in August 2014. The standardisation mechanism shall be launched in the 19 Ministries in Peru in 2015 using a supreme decree.

Coordinating Partner



Operating Partners



INTERCULTURAL JUSTICE SYSTEM

Promoting the recognition of indigenous justice and the guarantee of rights

EUROSociAL collaborates with the Judiciary of Peru to create a system of intercultural Justice, thus implementing international standards on human rights.



THE CHALLENGE OF JUDICIAL PLURALISM

Peru is a heterogeneous country that has a rural population of 6.5 million people, which is 24% of the total population, and a large percentage, 60.3%, lives in poverty.

The mostly indigenous rural population lives in the less accessible areas of the country and has limited access to the State's Justice services. These ordinary Justice services also coexist with different levels of indigenous justice that have operated in the communities since time immemorial.

In this context, the Judiciary of Peru has assumed national and international political commitments to facilitate access to justice for vulnerable people located in rural areas, promoting legal pluralism and the recognition of indigenous justice. The

purpose is to achieve that both justice systems live together and develop in a parallel and complementary way.

This initiative means an important advance in strengthening the role of the Judiciary as an institution to guarantee rights, and in practice it means the launch of a route to resolve conflicts and establish empathies between the Justice systems that thus far have had a rather difficult coexistence.

EUROSociAL has collaborated in this process to launch the international standards for human rights together with the Judiciary and the National Office of Justice for Peace and Intercultural Justice (ONAJUP), a body that takes over the utmost responsibility in the management of Justice of the Peace and the coordination between the special and ordinary jurisdictions.

JUSTICE



DISSEMINATION OF RIGHTS, GUIDANCE AND LEGAL ASSISTANCE

PERU



EUROSOCIAL'S SUPPORT

The Programme has joined the process from many of its working lines, mainly promoting the drafting and implementation of three supplementary protocols, approved between 2013 and 2014:

- ▶ Protocol for inter-body coordination to implement conflict resolution mechanisms.
- ▶ Protocol for court proceedings in order to guarantee the indigenous population's rights.
- ▶ Protocol for legal attention and guidance, aimed at improving the conditions for indigenous people to access justice.

The collaboration of the Programme includes the training of indigenous leaders and officials as well as the dissemination of rights among the indigenous population.

'RONDAS CAMPESINAS' (PEASANT PATROLS): OF RURAL POLICE TO PROVIDE JUSTICE

When the State abandoned its security and justice duties, the farming communities in rural areas took the duty upon themselves to protect their goods, and then also to apply justice according to their own rules. During the period of terrorism, in the 80s, the so called *rondas campesinas* (peasant patrols) extended to many areas in the country, and went on from having the duty of "rural police", consisting of patrolling during the night to avoid thefts and other crimes, to that of judging cases due to

the inefficiency, slowness and corruption of the judiciary system.

Although the 1993 Constitution legally recognised the cultural diversity and legal pluralism, a model of inclusive justice has only recently been created with EUROSOCIAL's support, and the '*rondas campesinas*' now carry out their duties with legal powers. These types of patrols were created as a specialist committee within the organisational structure of the community.

EUROSOCIAL'S SUPPORT ITINERARY

2013.

- ▶ Drafting a strategic plan to strengthen ONAJUP for the 2014-2016 period. This plan includes diagnosis and improvement and assessment mechanisms agenda.
- ▶ Drafting an action protocol to create court proceedings to improve the protection mechanisms and participation of the indigenous population.
- ▶ Launch of a pilot project in the Judicial District of San Martín, to diagnose, prepare an access strategy for the rights of indigenous people, design of an institutional coordination mechanism and training.

2014.

- ▶ Launch of the protocol and specialist advice to design implementation guides.
- ▶ Design the training and awareness Programme for Judiciary officials and the leaders of indigenous communities.
- ▶ Definition of the dissemination strategy for the rights of indigenous communities connected to the protocol.
- ▶ Preparation of a replication strategy and validation of the protocol in Uyacali and Loreto.
- ▶ Training courses in parallel with staff from the Peruvian Justice system and with authorities from the special justice system.

VIDEOS



21 years after: a history of inter-culturality



The meeting of different worlds: challenges of Peruvian intercultural justice

PUBLICATIONS



- ▶ Protocol for the coordination between Justice Systems and Protocol for Action in Court Proceedings Involving *Comuneros* and *Rondos*
- ▶ Knowing our duties and rights: guidance materials for native *comuneros* and native communities (published in Quechua, Awajun, Shawi and Spanish)

FIRST-HAND

- ▶ Martina Vásquez
Rondera from Bambamarca



"I am very proud of being a *rondera* [...] I would like to be a *rondera* all my life [...] supporting my colleagues who ask us for justice, ask us for authority".

- ▶ Helmut Ramírez
Shipiva interpreter



"Our justice system has been applied for thousands of years [...] there are differences between populations, they all have their own customs and traditions".

- ▶ Mikel Berraondo
EUROSOCIAL's international expert



"It is remarkable that the end beneficiaries of the process are all the justice officials, the indigenous peoples and the *rondas campesinas* that have their own justice systems [...]. The protocols establish channels to allow the authorities from the different justice systems to have a relationship of equals, allowing them to live together [...] breaking with the existing dynamics [...]. Protocols are not going to solve all the problems the indigenous communities have [...] but it is a very significant step for a country with large levels of racism. The ordinary justice system is starting to recognise the existence of another justice that must be respected".

Coordinating Partner



Operating Partners







INFORMATION SYSTEM FOR EDUCATION

A unified and coordinated information system for education in Uruguay

EUROSociAL collaborates with the education administration of Uruguay in order to create an individual monitoring system for the students' pathways, which will allow a cross-reading, focusing on the students and their pathways, persistence and obstacles.



BACKGROUND: THREE INDEPENDENT SYSTEMS

There are different information systems in Uruguay, depending on the educational levels: one for primary education, a different one for secondary education and a third one for technical and vocational training. They all share a feature: the individual record of students. In this way their educational pathways can be individually monitored, as well as creating early warning systems. However, these tools are not automatically linked with each other, so it is not possible to gather and relate the educational pathways of the individuals by formal compulsory education, or

know about the pathways they might have been through in other educational experiences outside the formal framework.

THE PROPOSAL: A UNIFIED SYSTEM

Educational administrations from Uruguay, the Ministry of Education and Culture (MEC) and the National Administration of Public Education (ANEP), have created a monitoring system for students and an integrated and unified information system allowing cross-readings among their initiatives, which transcend the organisation of



EDUCATION

PREVENTION OF ACADEMIC FAILURE, RETENTION AND REINCORPORATION

URUGUAY



education, can focus on students and their pathways, with their continuities and obstacles, among others.

EUROSociAL's collaboration was requested for this commitment and to advance in the process.

EUROSOCIAL'S SUPPORT

EUROSociAL has supported this initiative and the first steps of this complex process by providing technical assistance to advance in the creation of the system. The work in the unified system starts in the existing information systems and it is developed in accordance with the national reality.

Thanks to the support from EUROSociAL, it has been possible to establish a road map to create SENDA (National Student Monitoring), whose first phase took place in 2014 with the creation of a consolidated database from the three educational levels. This database, called the federated database of the ANEP, is the basis for the creation of SENDA.



THE FUTURE “SENDA”

SENDA (National Student Monitoring) is the unified and coordinated system that results from this process. It will not only include the three educational levels, but will also gradually involve the information systems for early childhood, teacher information and non-formal education. In addition, it will allow the data to be crossed with other information systems, such as the Integrated Information System from the Social Area (SIAS). This crossing will facilitate, for instance, the identification of people receiving the support of social programmes that, however, are not involved in the educational system.



EUROSOCIAL'S SUPPORT ITINERARY

2012.

► Visit to France of Uruguayan officials to get to know about the early warning prevention tools.

2013.

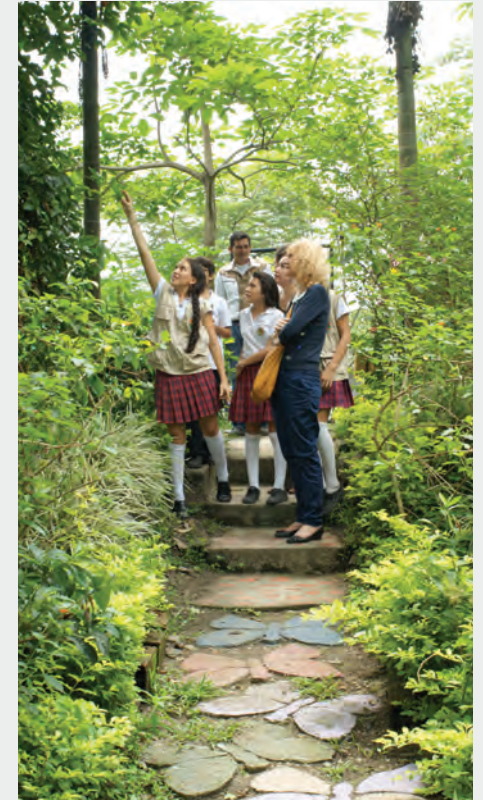
► Visit to Colombia to get to know the Information Systems for the Prevention of School Leaving (SIMAT-SIMPADE).

► Specialist advice for a feasibility study to create integrated information and a monitoring system for the educational pathway of secondary school students.

2014.

► Specialist advice from a Colombian expert, designer of the SIMPADE System.

SOUTH-SOUTH COOPERATION, EXCHANGE WITH COLOMBIA



As part of EUROsocial's support in the design and implementation process of SENDA and within the framework of the lines of work of the Programme for the Prevention of Academic Failure, Retention and Reincorporation, there was a visit by Uruguayan officials to Colombia. This visit helped Colombia to share with Uruguay the prevention experience of school leaving, particularly their early warning system. Throughout the visit, the participants analysed flexible models of secondary education to guarantee re-entry and retention. In addition, they visited educational institutions and the debate and exchange of ideas was promoted between experts from both countries.

PUBLICATIONS



► Change experiences in secondary schools focused on policies aimed at the rehabilitation and retention of young people at school in Latin America and in Europe

ADDITIONAL SUPPORT TO BOOST THE INITIATIVE

► Support has been given to create a new web enrolment system for secondary education level.

► Information needs and the definition of determinant indicators for the warning system have been studied in depth.

► The Inter-American Development Bank (IDB) is also supporting the creation of the technological platform and the consolidation of the system's databases.

Coordinating Partner



Operating Partners



INFORMATION AND ASSISTANCE FOR TAXPAYERS

The Internal Revenue Service (DGI) of Uruguay opts for a new model for quality care

In 2007, Uruguay started an ambitious tax reform, with the Tax on Natural Persons coming into force that year. In this context, the Internal Revenue Service (DGI) of Uruguay has addressed a process to improve information and assistance for taxpayers.

PUBLIC FINANCE

VOLUNTARY COMPLIANCE

URUGUAY



The aim of the Internal Revenue Service is “to settle and collect taxes (...) making it easier for taxpayers and those responsible to comply with their tax obligations”, by providing them with quality information and assistance services. Among these services, the on-site assistance and telephone information services should be mentioned as they allow numerous information requests to be addressed during tax return periods or during periodical deadlines for tax payments.

EUROSOCIAL'S SUPPORT TO THE INTERNAL REVENUE SERVICE

Since 2013, EUROsocial has supported the Uruguayan DGI to define a tool to improve the help

given to taxpayers, by providing a support service so the user can receive the requested information in a quick, complete, correct and appropriate way.

The Programme has mobilised reference experiences, both at European level as well as in Latin America. Thus, Uruguay has known about, together with other countries in the region (Bolivia, Brazil, Chile, Costa Rica, El Salvador, Guatemala, Mexico, Paraguay and Peru), the taxpayer information and assistance services from Spain, France, the Netherlands, and Argentina.

In addition, DGI was supported in the preparation of the Protocol for On-Site and Telephone Assistance, approved in April 2015. This protocol was first applied in June 2015, in the tax return period, through

a Call Centre and in the taxpaying offices in Montevideo. The estimated number of beneficiaries rose to 129,193 people, with a 5.05% increase of people dealt with in person in Montevideo compared to 2014. In addition, DGI has developed a tutorial video about the steps to be followed to submit the sworn draft for the personal income tax return.

The protocol provides taxpayers with assistance and the tutorial constitutes an important tool to ensure a uniform action and a quality customer care to the taxpayers. In addition, the creation of these services has allowed waiting periods to be reduced, extending opening hours and avoiding unnecessary travel, and improving the allocation of human resources in the offices. These are key improvements to promote a Tax Administration that is closer to the taxpayer.



FIRST-HAND

► **Joaquín Serra**
General Tax Director
Internal Revenue Service of Uruguay



“At Uruguay’s Internal Revenue Service we have oriented our actions to help taxpayers fulfil their tax obligations, as one of our main lines of action. The Protocol for On-Site and Telephone Customer Care that we have implemented in the tax return campaign this year means there has been an improvement in the information and assistance to taxpayer services, because it allows us to provide an effective and efficient support system, so the user can receive the requested information in a quick, complete, correct and accurate way. It is a clear example of the exchange of experiences and good practices with Latin American and European countries, whose achievements have been helped by FIIAPP and CIAT”.

THE EUROPEAN ADDITION: THE MODEL OF THE SPANISH TAX AGENCY



The Spanish Tax Agency (AEAT) is a reference in Europe and in Latin America, because of the improvement processes launched in the last 20 years and their impact on the country's tax collection. It has shared with Uruguay and its counterparts from other Latin American countries the full customer care process for taxpayers in the submission of the income tax returns and their different tools, such as the Telephone Attention Centre (CAT), the platform for Basic Tax Information (Call Centre) and the Centre for Printing and Envelopes (CIE).

EUROSOCIAL'S SUPPORT ITINERARY

2013.

- June: Exchange visit to AEAT regarding taxpayer information and customer care services.
- September: South-South exchange visit regarding information and customer care services.

2014.

- September: visit of the Uruguayan DGI to the Internal Taxes Service of Chile to define a guide/protocol for taxpayer customer care.

2015.

- April: approval of the Protocol for Taxpayer Customer Care.
- Since June: Implementation of the protocol for the tax return period IRPF/IASS 2014, which is undertaken during 2015.

SOUTH-SOUTH COOPERATION:

URUGUAY IS INSPIRED WITH
THE BEST TOOLS IN THE REGION,
THE EXPERIENCES FROM
ARGENTINA, BOLIVIA AND CHILE

In order to advance in the improvement of their taxpayers' customer and assistance tools, DGI has received inputs from the best tools from other Latin American tax administrations. In particular, they have received detailed knowledge regarding all the channels in the taxpayers' information and assistance system from the Argentinean AFIP, the “mobile office” system from Bolivia, as well as the assistance from the Website of the Internal Taxes Service of Chile.

PUBLICATIONS



- Taxpayer assistance guide

Coordinating Partner



Operating Partners



MONITORING SYSTEM FOR HEALTH EQUITY

Towards a more equitable healthcare system in Uruguay

EUROsociAL supports the development of a Monitoring System for Healthcare Equity (SVES) as a fundamental stage in the decision-making process to counteract inequalities in the health system and ensure the right to health.



EQUITY: THE CHALLENGE OF THIS CENTURY

The Right to Health understood as “the enjoyment of the highest attainable standard of health (...) without distinction of race, religion, political belief or economic or social condition;” this was enshrined in the Constitution of the World Health Organisation (WHO) in 1946 and ratified by many international Declarations and Treaties, becoming a fundamental human right. However, despite average results improving in most countries, inequalities in healthcare persist. Understanding why the inequalities are produced and how they perpetuate themselves is not only a need in our societies, but also an unavoidable ethical and political imperative. The WHO, through their

Commission of Social Determinants of Healthcare, has proposed the line of action “measuring the size of inequalities in healthcare and their determinants.” Among different recommendations is the need of national governments to “launch national monitoring systems for equity in healthcare, allowing data to be systematically collected regarding the social determinants of health and inequalities in health”.

URUGUAY’S COMMITMENT WITH EQUITY IN HEALTH

To ensure visibility of the inequality gaps in health (and act to overcome them) is a commitment of

HEALTH

IMPROVEMENT OF EQUITY IN HEALTHCARE SYSTEMS

URUGUAY

Uruguay’s Ministry of Public Health. To do so, they needed to have information available that allowed this to translated into the policies of the equity principle captured in Law 18211 (2007), created by the Integrated National Health System.

In order to face this challenge, the Ministry has created a Monitoring System for Equity in Health (SVES) based on the approach to the social determinants of health, identifying the main factors of social production for health in the socio-economical context.

SVES consolidates an array of indicators based on the conceptual framework of the creation of inequalities in healthcare of WHO, using stratification creators such as income level, gender and ethnic background, among others. In addition, for their first report, a territorial analysis was performed from the Human Development Index of UNPD and the Index for Social Vulnerability and Life Conditions of the Ministry of Health of Chile. This allowed a regulation to be established for the 19 provinces of Uruguay, from their performance in variables regarding their population’s life conditions, namely: income, education, housing and work.

EUROSOCIAL’S SUPPORT

Since 2012, EUROsociAL has supported the Ministry in the design and implementation of SVES sharing the experiences from Chile and Colombia, and in the coordination with other national stakeholders to prepare and disseminate the system. The design of SVES ended in 2014, and in February 2015, the Ministry published their first report on inequalities in health, showing gaps in inequality and constituting the scientific base to reorient the policies towards equity in health.

¹ A Territorial Stratification Index was created, subject to revision for subsequent reports.

FEATURES OF THE MONITORING SYSTEM FOR EQUITY IN HEALTH, SVES

- This gives an analysis of the inequalities in health produced socially and, thus, unfair and avoidable, taking into account the context, the current stratification form, the power gaps, resources and prestige.
- This gives visibility to the inequalities in health in Uruguay and of the impact and size of their social determinants.
- This represents a starting point towards the institutional integration of equity in health monitoring, which requires an inter-sectoral coordination.
- This represents a key tool in the reorientation process of public policies from the perspective of social determinants, taking decisions based on evidence.

INTER-INSTITUTIONAL COORDINATION: A KEY STRATEGY FOR EQUITY IN HEALTH

From the initial phases of the SVES design, the accent has been in involving key stakeholders, within and outside the Ministry of Public Health and linked to public policies (National Statistics Institute, the Ministry of Economy and Finance, the Ministry of Social Development, the Planning and Budgets Office from the Presidency of the Republic, among others). In this regard, it was possible to include variables of the Health Surveys from 2013 and 2014 in the design, which take into account the information needs for the SVES.

There was emphasis in the public dissemination and awareness at technical and political levels about the consequences of equity in health and the importance of SVES as a scientific base to inform about the public policies that are going to have an impact on health, from the point of view of social determinants.

Inter-institutional coordination is a core strategy for decision taking processes and to ensure equity in health in all the different policies.

VIDEOS



Interview with Juan Garay, Head of Cooperation of the Mexican DUE

Coordinating Partner



Operating Partners



EUROSOCIAL'S SUPPORT ITINERARY

2012.

- Identification of the regional line of action
- "Equity and Health: measuring for action", regional workshop to explore lines of action oriented to equity in health.

2013.

- Initial design of SVES
- Presentation of the SVES proposal at the 2nd Latin American Congress of Global Health.
- National analysis of the information sources regarding social determinants in health in Uruguay.
- Dissemination and awareness meeting at a political and technical level on the importance of SVES and on monitoring social inequalities.
- Exchange visit to the Ministry of Health and Social Protection of Colombia to get to know about the Management System for Knowledge in Health in Colombia, the Comprehensive System on Information for Social Protection (SISPRO) and the data to supply the Observatory of Social Inequalities in Health (ODES).
- Workshop to analyse and examine the methodological aspects to measure inequalities on health, with OPS' support.

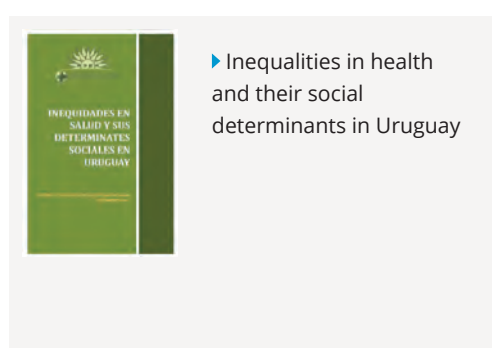
2014.

- Consolidation of SVES
- International consultancy to guarantee the methodological solidity of SVES (selection of indicators, data gathering, stratified indicators, involvement of key stakeholders, feasibility, sustainability and institutionalism of SVES).

2015.

- Implementation of SVES
- Presentation meeting for the report on inequalities in health in Uruguay.

PUBLICATIONS



- Inequalities in health and their social determinants in Uruguay

FIRST-HAND

► Elena Clavell

Director of the Integrated National Health System (2010 - 2014)



"The health reform supported by EUROsocial, together with the tax reform, is considered to be the most important structural reform carried out by Uruguay since 2005. But, in addition, it is also the reform that has had the highest level of redistributive impact".

THE MONITORING SYSTEM OF EQUITY IN HEALTH INDICATES TERRITORIAL GAPS IN HEALTHCARE

The document "Inequalities in health and their social determinants in Uruguay" is the first report drafted thanks to SVES, which was presented in February 2015. This report shows that there are inequalities in the country's healthcare and, even though they are of a very low scale, it discloses gaps and a social and territorial gradient.

This report stresses that some of the determinants for health, such as material living and working conditions, are allocated unevenly in different groups, redirecting individual choices to the social approach of creating a life cycle, being determined largely by the possibilities offered by the context and the conditions in which people carry out their lives. For the purposes of public policies, this requires the strategic scheduling and allocation of resources to be undertaken based on an approach based on the recognition of the diversity and heterogeneity of social groups and their contexts.

SVES provides an objective base line to monitor equity in healthcare and it informs on policies focused on equity and territorial management.

REGIONAL MODEL FOR THE MANAGEMENT OF ARCHIVES AND RECORDS

Promoting a culture of transparency and access to information

EUROsocial promotes the strengthening of the Transparency and Information Access Network (RTA in its Spanish acronym) and boosts the creation of a model to manage documents and archives in the region.



THE TRANSPARENCY NETWORK

Aimed at reducing corruption, improving public management and the relationship between the State and citizens, in recent times Latin American countries have been making important efforts in order to improve the transparency of their institutions and the right to access public information.

In order to contribute to the dissemination of policies for transparency and to create better institutional capacities, the Transparency and Information Access Network (RTA) was created in 2011. RTA is a formal dialogue and cooperation space that promotes among the exchange of experiences and knowledge its members so as to design,

implement and assess policies for transparency and access to information.

This Network is formed by 16 institutions from 13 Latin American countries (Chile, Colombia, Peru, Argentina, El Salvador, Honduras, Mexico, Uruguay, Ecuador, Brazil, Bolivia, Guatemala and Spain), the International Foundation for Ibero America for Administration and Public Policies (FIAPP) from Spain, the Organisation of American States (OAS) and the World Bank.

EUROSOCIAL'S SUPPORT

EUROsocial has cooperated in strengthening RTA by promoting the exchange of experiences and good practices among Latin American institutions, as well

DEMOCRATIC
INSTITUTIONALISM

TRANSPARENCY AND FIGHT
AGAINST CORRUPTION

REGIONAL

as their counterparts in the European Union. In addition, the Programme has supported some specific initiatives such as the creation of a model to manage archives and an interactive portal to access them.

Together with this initiative, other strategic projects from the network have been supported, such as the creation of a measuring and assessment system for policies of transparency and access to information and the creation of a collaborative space for RTA's portal. There has also been collaboration in the preparation of analytical work on the transparency of political parties and a study regarding alternate mechanisms for resolution of conflicts.

DOCUMENT MANAGEMENT AND ARCHIVES ADMINISTRATION MODEL

Initiatives for transparency and access to public information rely mostly on quality, reliability and accessibility to the public archives that are safeguarding this information. In this regard, documents are the basis and foundation of an open government and support the principles of transparency. Properly managed documents are also an added value for the Public Administrations and to protect citizens' rights and interests.

In this context, a Regional Model for Archive Management (MGD) was approved in 2014 with EUROsocial's support, through the Sub-Directorate General of State Archives from Spain and with OAS' support.

The Model provides a methodology to implement the elements that make up a policy for management and archival processing of an organisation, which guarantees their appropriate creation, treatment, preservation, access and control.

THE ARCHIVES GUARANTEE RIGHTS

Daily realities from El Salvador show the importance of improving the management of documents and archives:

When Marco Tulio Quintanilla, an owner of a small business in El Salvador, bids at public tenders, he now has access to the information regarding prices and the technical features of competing companies. Claudia Reyes was also able to obtain the document with the name of the sedative used on her premature baby and whose information had been denied before. This opens the way to initiate judicial processes. Furthermore, the appropriate management of archives is key to keep alive historical memory. Thanks to citizen demand, it was possible to recover the original minutes of the Peace Agreements and



return them to the Presidency Archive. Human right associations use the Law for Access to Information in order to support citizens in their requests for documents that can clarify the whereabouts of their relatives who disappeared during the Civil War.

FEATURES OF THE MODEL (MGD)

MGD is the result of a process of collaboration and consensus between guarantor institutions of the right to access the information, as well as the management and custody of archives from ten countries. The Model is intended to allow its use by any institution, from every State, because it was created as a scalable model where, from a basic level, it can reach excellence through a few simple steps. It has two major blocks, one of them addressed at people responsible for management and another one addressed at operational staff.

There is a series of implementation guides and guidelines, a series of annexes and a self-test questionnaire so that the Model can be implemented, so every institution can see at what time and point the archival and documental management processes are in. An interactive application was created for Internet in order to facilitate its use.

In 2015, EUROsocial supported the implementation of the Model in pilot projects in Colombia, Ecuador, El Salvador, Honduras and Peru.

EUROSOCIAL'S SUPPORT ITINERARY

2013.

► Online course about document and archive management of RTA, with the participation of Argentina, Bolivia, Brazil, Chile, Colombia, Ecuador, El Salvador, Mexico, Peru, and Uruguay.

2014.

► Technical assistance to create the Model for Document and Archive Management of RTA.

► Regional workshop to create the Model for Archive Management of RTA held in Colombia.

► Regional workshop to approve the Model for Archive Management of RTA held in Brazil.

2015.

► Technical Assistance to implement the model in pilot projects in Chile, Ecuador, El Salvador, Honduras, Peru and Colombia.

FIRST-HAND

► Carlos Aguiluz

Deputy Director of the National General Archive of El Salvador



"The RTA model is going to allow us to save time on decades of work and the 80% of paper... It provides us with all the technical support we lack to create a national system to manage archives and documents. It allows us to avoid mistakes and learn from other countries' experience. We are going to promote a new archives law from the model adapted into our reality."

► Osvaldo Villaseca

Deputy Director of the National Archive of Chile



"MGD from RTA is going to allow Chilean citizens to have better and greater access to information and better public audit capacities. The model is really relevant for the country's development, because we are going to be able to have the best information sources. This year, we are going to start implementing it in eight State institutions, including the Presidency of the Republic, and subsequently, we are going to extend it throughout the State".

PUBLICATIONS



► Archive models of the Transparency and Information Access Network

Coordinating Partner



Operating Partners



OTHER INITIATIVES SUPPORTED BY EUROSOCIAL TO STRENGTHEN RTA

► Model for the International measurement of transparency

The agreed creation of a model to address four aspects to measure transparency has been promoted.

► Collaborative space

In 2013, a collaborative space (EsCo) was created, located in the private area of the portal www.redrta.org. It has different tools: a document manager, forums, work groups and training opportunities through workshops and online courses.

REGIONAL MODEL TO PREVENT VIOLENCE

Preventing violence: a common political commitment in the region

EUROsociAL supports the development of the Comprehensive Regional Model for Violence and Crime Prevention, a commitment to boost the prevention policies in Latin America that aims to be adapted at national level.



Violence and crime are some of the main problems affecting Latin American countries. They not only reinforce and extend vulnerability, exclusion and inequality gaps in the region, but they also destroy lives and generations. There is no other aspect in human security as important as the physical integrity that has been affected as a consequence of the high rates of homicide and injury in that hemisphere.

The challenges Latin American governments are facing regarding security are many, but a comprehensive approach to them is required. The insecurity issue is today one of the most important concerns of citizens. According to the Report on Human Development from UNPD 2014, one in three Latin Americans are afraid and 13% of the population in the region has moved because of reasons linked to violence.

In order to face this reality, EUROsociAL has worked on promoting regional spaces for exchange and in the design of a Latin American scheme for policies

to prevent violence and crime with a comprehensive approach, which strengthens the governments' action in the management of security and where the focus is on the people.

As a result of this process, in collaboration with those in charge of Latin American ministries, and through the analysis of public policies on security in the region, a Regional Model for Public Policy was created, designed as a reference guide to orient comprehensive policies to prevent violence and crime in the region.

CARTAGENA DECLARATION ON VIOLENCE AND CRIME PREVENTION

Even though the initiative is not new in this region, it has had the support, interest and collaboration of most Latin American countries and of three international bodies: the United Nations Development



CITIZEN SECURITY

VIOLENCE PREVENTION

REGIONAL



Programme (UNDP), the Inter-American Development Bank (IDB) and the World Bank (WB).

As a result of this cooperation, ministers and deputy ministers of Security and Violence Prevention from Costa Rica, Ecuador, Honduras, Mexico, Panama, Peru and Uruguay, have validated the Regional Model and supported it by signing the Statement on Violence and Crime Prevention, a non-binding declaration, where they commit their political willingness to orient the initiatives on prevention issues according to the principles introduced in the Model.

FUTURE PROSPECTS

In order to facilitate adapting this Model nationally, the EUROsociAL Programme has designed three operational guides to allow the experts in charge of the management of the prevention policies to have practical tools based on evidence to correctly implement the Model's recommendations. These guides aim at improving the work in the institutionalisation of prevention, focusing on strategies and working on equity and dignity with a gender approach.

Additionally, the Programme supports the Government of Costa Rica in creating a diagnosis of its current prevention policy POLSEPAZ based on the Model's recommendations.

MAIN FEATURES OF THE MODEL

- ▶ It adds the comprehensive prevention approach from the understanding that violence and crime are multi-causal and multi-dimensional in origin.
- ▶ It recognises the significant efforts and advances in the region in the formation and consolidation of comprehensive prevention policies.
- ▶ It is based on a review of public policies, regulations and studies from all the countries in Latin America and of the best international practices regarding issues to prevent violence and crime.
- ▶ It adds practical elements on the management of violence prevention.

EUROPEAN VIOLENCE PREVENTION POLICY, A REFERENCE FOR LATIN AMERICA

Violence and crime prevention, with a special feature on juvenile prevention, has been one of the main issues in the institutional architecture of the European Union (EU) from the Maastricht Treaty (1993) to the Lisbon Treaty (2009). Particularly, the Amsterdam Treaty (1997) in its article 29 (K.1) which lays the foundations for the prevention of crime, organised or not, within the EU with a comprehensive approach and through the increase in judiciary and police cooperation at a multi-sectoral and multi-institutional level. The European policy framework has guided regional efforts in Latin America to prepare the Regional Model of Comprehensive Policy for Violence and Crime Prevention. The model follows the same path established by Art. 29 of the Amsterdam Treaty, because it establishes a general framework to develop national public policies.

EUROSOCIAL'S SUPPORT ITINERARY

2011.

Launch of the regional action

- ▶ El Salvador, first meeting and launch of exchanges between countries about violence prevention, problems and lessons learnt.

2013.

Strengthening of spaces for reflection at regional level

- ▶ Panama, second regional meeting: "Social prevention of violence: a commitment from the all of society." Demand for a regional strategy for violence prevention.

2014.

Towards a Regional Model of Prevention Policy

- ▶ Guatemala, third Regional Meeting: "Towards the efficacy of public policies for citizen security in Latin America: multi-sector approach and evidence-based policies". Conceptual framework of the Area for Citizen Security and the Regional Model for a Comprehensive Policy for Violence and Crime Prevention.

2015.

Cartagena de Indias Statement and implementation of the regional model

- ▶ Drafting of operational guides that will allow a better implementation of the Model in the Region. Support to implement the recommendations of the model in Costa Rica. Presentation of the model at the highest level.

FIRST-HAND

▶ Víctor Barrantes

Deputy Minister for Peace of Costa Rica



"The added value of the exercise carried out by the EUROsociAL Programme is the fact that we think as a region. We understand we have many similarities, [...], and that is why we need to promote the exchange of experiences based on lessons learnt to formulate public policies based on evidence".

GENDER APPROACH, KEY TO PREVENT VIOLENCE

Evidence shows that an important part of the violence directly affects women in everyday expressions, but also in others with greater impact such as femicide, sexual assault, displacement, forced disappearance and human trafficking. These forms of gender-based violence require a specific approach in the regional and national agendas for security and justice. In particular, it is about insisting on prevention measures, which must be designed taking into account needs, experiences and not only men's points of view, but also women's and girls'.

The regional model of violence prevention promoted by EUROsociAL adds this point of view and raises a series of recommendations that tend to encourage gender equity in prevention policies: guaranteeing that every public policy incorporates a gender approach and removes any discriminatory messages against girls, women and sexual diversity; incentivise studies that cover the different risk factors that generate violence and crime against girls and women; incorporate key stakeholders from society such as religious associations, corporate bodies, trade unions and guilds in specific projects regarding education in human rights and gender equity, among others.

A specific operational guide with the title: *Equity and Dignity with Gender Approach* has been developed to be able to further delve into this topic.

VIDEOS



Interviews with the participants in the crime prevention seminar of the 2nd Meeting of the Programme

PUBLICATIONS



- ▶ Comprehensive Regional Model for Violence and Crime Prevention

Coordinating Partner



Operating Partners



WHO WE ARE

19 PARTICIPATING COUNTRIES (●)

Argentina
Bolivia
Brazil
Chile
Colombia
Costa Rica
Cuba
Ecuador
El Salvador
Guatemala
Honduras
Mexico
Nicaragua
Panama
Paraguay
Peru
Dominican Republic
Uruguay
Venezuela

PROGRAMMING AND COORDINATION COMMITTEE (●)

PROGRAMMING AND COORDINATION OFFICE (Consortium leader: FILAPP)
EUROPEAN COMMISSION
COORDINATING PARTNERS

STEERING COMMITTEE (●)

EUROPEAN COMMISSION
ECLAC
EU-LAC Foundation
OECD Development Centre

COORDINATING PARTNERS (●)

APC-COLOMBIA (Colombia)
ENAP (Brazil)
EXPERTISE FRANCE (France)
FILAPP (Spain)
GIZ (Germany)
IILA (Italy)
SICA (Central America)

MAIN OPERATING PARTNERS (●)

AEAT (Spain)
CEDDET (Spain)
ESC (Spain)
CGPJ (Spain)
CIAT (International)
CIEP (France)
CIPPEC (Argentina)
CISP (Italy)
COMJIB (International)
EFUS (International)
EF (France)
FCGAE (Spain)
FCSAI (Spain)
FORMEZ (Italy)
IDLO (International)
IEF (Spain)
ISS (Italy)
ITALIA LAVORO (Italy)
JCI (France)
MINISTERIO DE HACIENDA (El Salvador)
OEI (International)
OIJJ (International)
OPP (Uruguay)
SNV (Netherlands)

EUROSociAL IN FIGURES

4 MACRO-AREAS

14 ACTIONS

1,500 ACTIVITIES
2011-2015

90 POLICIES
SUPPORTED

EXPERIENCES
SHARED



130

LATIN AMERICA



120

EUROPEAN UNION



15

OTHER AREAS

INSTITUTIONS



1,050

LATIN AMERICA



320

EUROPEAN UNION



60

OTHER AREAS

EXPERTS



1,100

LATIN AMERICA



900

EUROPEAN UNION



150

OTHER AREAS

LATIN AMERICAN
PARTICIPANTS



10,500

OVERALL



250

SENIOR OFFICIALS



40

MILLION EURO
BUDGET



19

LATIN AMERICAN
COUNTRIES



5

YEARS
(2011-2015)

Projected figures up to the end of the programme based on actual data from October 2015.

Consortium led by



Coordinating Partners



Main Operating Partners



Steering Committee



With the participation of more than 80 Operating Partners and Collaborators from Europe and Latin America



our world
our dignity
our future

2015 European Year for Development

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