



**Rapid Assessment of the Inter-American Social
Protection Network project (IASPN/RIPSO) for the
OAS/SEDI/DESD – Final Report**

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Foreword

This Final Report presents the findings of the Rapid Assessment (RA) of the “Inter-American Social Protection Network” (IASPN) project. This Final Report is presented to the OAS/SEDI/DESD and DPE as a result of the Rapid Assessment undertaken in September 2014.

This Rapid Assessment used mixed research methods to assess the results, relevance, efficiency, effectiveness, sustainability and lessons learned related to the IASPN project undertaken since 2011. This Final Report also provides recommendations for a potential future phase of the project. A full review of the documentation was undertaken as well as face-to-face and distance interviews with key stakeholders and training participants, and finally an on-line survey in both Spanish and English was designed and administered. I also participated as observer to the Workshop on the Colombian experience regarding the use of the Multidimensional Poverty Index (MPI) in Bogota September 17-19, 2014 and to the Participatory Gender Assessment Workshop (GPA) in Asuncion Paraguay, September 22-24, 2014. The preliminary findings of the Progress Report were presented to the IASPN team and DPE in Washington September 30, 2014 in a Power Point presentation.

As a general observation, the **IASPN project is a complex endeavor** involving multiple cooperation agencies and stakeholders, numerous departments and ministries of thirty-four OAS Member States, various sectors and professionals of different areas from the public and the private sectors, academia and civil society organizations including activities at policy, training, research, information-sharing and cooperation levels all aiming at social development, social protection and/or poverty reduction in the Americas. Assessing it in a very short period of time made it even more challenging.

May I take this opportunity to thank Alexandra Barrantes, Project Manager and IASPN Coordinator, who despite the numerous activities and competing agenda during the final month of the project, in September, 2014, made everything that was possible to respond to my requests, provide information and review and comment draft reports. I am convince that in great part, the success of the IASPN initiative is due to her commitment, dedication and professionalism.

I would also like to thank Laurence Beaulieu-Morency which provided the support for the translation of the questionnaires, the design and implementation of the online survey and the compilation and analysis of quantitative and qualitative data.

Sincerely,

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Note: Although the Peer Reviewers have read and commented the Work Plan and the Progress Report, the author is the sole responsible for the content of this Final Report and any remaining mistakes or errors.

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List of Acronyms

ACS	Association of Caribbean States
APCI	Agencia Presidencial de Cooperación Internacional
BOOST	Building Opportunities for our Social Transformation-Belize
CARICOM	Caribbean Community Organization
CIDES	Inter-American Committee on Social Development
CIPPEC	Centro Internacional de Políticas Públicas (Buenos Aires, Argentina)
CISS	Inter-American Conference on Social Security
CLEAR	Center for Latin America
ECLAC	Economic Council for Latin America and the Caribbean
DESD	Department for Economic and Social Development
DSDE	Department for Social Development and Employment
DPE	Department of Planning and Evaluation
DoP	Department of Procurement
DFATDC	Department of Foreign Affairs, Trade and Development Canada
GPA	Gender Participatory Assessment
IADB	Inter-American Development Bank
IASPD	Inter-American Social Protection Dialogue (series)
IASPN	Inter-American Social Protection Network
IPEA	Institute for Applied Economic Research
IPC-IG	International Policy Centre for Inclusive Growth
ILO	International Labor Office
IPEA	Institute of Applied Economic Research
JSWG	Joint Summit Working Group
MPI	Multidimensional Poverty Index
NPCs	National Points of Contact
OAS	Organization of American States
OECD	Organization for Economic Cooperation for Development
OPHI	Oxford University Poverty and Human Development Initiative
OPSSP	Office for the Promotion and Strengthening of Social Protection
PAHO	Pan American Health Organization
PP	Project Profile
PPP	Public Private Partnership
PPAD	Project Proposal and Approval Document

PUC	Pontifica Universidad Católica de Chile
QED Group	Group responsible for the IASPN web-site platform
RA	Rapid Assessment or Appraisal
SEDI	Executive Secretariat for Integral Development
SEDLAC	Socio-economic Database for Latin America and the Caribbean
TOR	Terms of Reference
UNDP	United Nations Development Program
UNESCO	United Nations Education, Science and Culture Organization
UNICEF	United Nations Fund for Children
USDOS	United States Department of States
USPM	US Permanent Mission
UWI	University of West Indies

Executive Summary

1. Context

In September 2011, the Department of Economic and Social Development (DESD) of the Executive Secretariat for Integral Development (SEDI) of the OAS received a grant from the United States Department of State (USDOS) to undertake a project to be executed between September of 2011 and September of 2014. The Inter-American Social Protection Network project (IASPN) was to pursue activities that the OAS had initiated in 2009 as a follow-up of the Summits of the Americas and the Social Development Ministerial Forum. The project was based on the assumption that in recent years, many countries in the Americas have developed new ways to tackle the complex problems of poverty and disparity with results that are making a real difference. The IASPN provides a forum to consolidate these efforts through greater cooperation, and provides capacity-building to national social development agencies implementing social protection programs.

At the request of the OAS/DESD and DPE this Rapid Assessment (RA) of the project was undertaken prior to the finalization of the project in September 2014.

2. Rapid Appraisal Objectives and Scope

The objective of the Rapid Assessment (RA) was:

- To assess the performance of the IASPN through the application of a rapid assessment methodology.

In order to achieve the objective, the consultant had to:

- Conduct a qualitative analysis of the progress of project results.
- Critically analyze project formulation, design, implementation, and management.
- Assess the institutional and financial sustainability of the interventions financed by the projects.
- Document the lessons learned from operations pertaining to formulation, design, implementation, management, and sustainability.
- Make recommendations in order to improve similar future project formulations and designs.
- Assess if and how IASPN addressed the cross-cutting issue of gender perspective and to what results.

The project formulation is based on two key documents: i) the “Project Profile” issued by the OAS General Secretariat, Project Evaluation Committee, in 2011 (Code: SID1112), and ii) the US Department of State Grant for the OAS project entitled “Inter-American Social Protection Network” dated September 24, 2011. The Grant was for the amount of \$1,732,673 for a period of 36 months terminating in September 2014.

3. Rapid Assessment Methodology

This Rapid Assessment (RA) was based the requirements of the Terms of Reference (TOR) and on internationally recognized assessment criteria (OECD-DAC, 2002): **i) Relevance, ii) Effectiveness, iii) Gender perspective, iv) Sustainability, v) Coordination, vi) Project approach and design, vii) Efficiency.**

The overall approach for this Rapid Assessment (RA) was based on mixed-research methods including:

- **Document Review:** project documents; monitoring quarterly reports and activity reports: 48 documents, 644 pages (approximately).
- **Semi-structured Interviews:** Stakeholders including project managers, trainers and resources persons were interviewed or responded to a semi-structured questionnaire (including OAS, OPHI, CEPAL, APCI, etc.)
- **On-line-Survey: involving** 310 persons of whom 132 in English and 178 in Spanish; with 50 respondents the average rate of response was 16.1%.
- **Sampling methodology:** the countries visited were selected based on a “purposeful sampling methodology”. Visits were undertaken in Colombia and Paraguay at the time of IASPN workshops;
- **Observation visits:** during the visit in Colombia and Paraguay interviews with stakeholders and participants were undertaken.

Data analysis methodology:

The data collected were subject to multiple level of analysis both qualitative and quantitative. The assessment criteria served as the base for the triangulation. Quantitative and detailed technical data are presented in the Annexes.

Challenges:

Among the challenges of this RA we can mention: **i) Complex project:** the fact that the IASPN project is a complex set of interventions involving multiple areas of

interventions, multiple stakeholders in various sectors and countries; ii) **Capacity-building interventions:** knowledge-sharing activities, training and workshops are often difficult to measure at the outcomes level; iii) **Timing:** the fact that the RA had to be undertaken in a very short period of time made it even more challenging.

4. Findings regarding the assessment criteria

The terms of reference requested to measure the results at the outputs and outcomes levels. We have to recognize that most of the information made available through monitoring reports and interviews were related to the activity level. In part this is due to the fact that the Project Profile and Grant Agreement did not provide the base for a strong monitoring and evaluation system based on outcomes. Nevertheless, this Rapid Assessment will address the issue whether the project achieved its intended results and objectives as formulated in the approval documents.

4.1 Relevance

Based on the document review, the semi-structured interviews and the on-line survey, we came to the conclusion that the activities of the IASPN project are highly relevant in relation to the OAS mandate, conventions and agreements. It is also highly relevant in relation to the situation of poverty and inequality in the region as well as in relation to the needs of the participating countries although such needs vary very much from one country to another.

Participants interviewed and data from the online survey indicate a level of relevance superior to 90%. The adoption of the Social Charter for the Americas by the OAS General Assembly in 2012, made even more important and crucial for the region the activities that the IASPN had initiated years before.

4.2 Effectiveness

The IASPN project implemented all the expected activities and results in relation to the seven categories stated in the approval documents, except meetings which did not fall under its direct authority and independent of the IASPN control. In many areas it exceeded the targets that were set in terms of number of activities and participants. Among other activities and results we can mention:

- **Support to the VI Summit of the Americas and dissemination of the IASPN activities and tools;** support to the VI Summit of the Americas was

provided, 8 concepts papers were issued, numerous visits to promote the IASPN activities were undertaken;

- **Online knowledge and learning platform:** The IASPN Platform was established and improved based on survey, focus groups and web page management development Plan; 4638 Portal participants were registered on the list of frequent users and distribution (4097 Spanish, 541 English); twelve webinars with a total participation of 773 participants took place; the IASPN Series were published, member's profiles were circulated;
- **Distances learning courses:** two formats of the Diploma on Social Protection course (one in Spanish and one in English) were elaborated and reviewed by a panel of experts and focus groups; two courses took place in collaboration with the Universidad Católica de Chile (PUC) and one in collaboration with the University of West Indies (UWI) with a total of 62 participants from 21 countries of Latin America and the Caribbean;
- **Cooperation activities:** South-South cooperation workshops took place in 2012 Colombia with 51 participants from 13 countries and various sub-regional organizations; The Third Caribbean Workshop on Social Protection and Cooperation took place in Barbados, with 37 participants from 14 countries and 15 representatives of regional organizations; Matrices for cooperation were elaborated. As a follow-up, among others two workshops on the Multidimensional Poverty Index were organized in collaboration of the OPHI and the support of the Government of Colombia with the participation of 72 participants from 14 countries; the Jamaica Path workshop was undertaken, study tours took place involving Jamaica, St-Kitts and Nevis, Trinidad & Tobago and Chile.
- **Dialogue and Consultation with Civil Society and the Private sector:** The two workshops to be organized by the Foundation of America Solidaria and the Inter-American Foundation were not undertaken. As alternative, the IASPN team collaborated to New York City Seminar on financial inclusion in April 2014 with the participation of 78 OAS Members' States representatives and representatives of regional organizations, civil society and private sector representatives; a seminar in Chile on the same theme, and an on-line activity involving fifteen participants from eight countries was also organized.
- **Gender Audits in three Ministries of Social Development:** Three Gender Participatory

Assessments (GPA) were undertaken in Guatemala, Uruguay, Paraguay with the involvement of both the Social Development Departments and the Mechanisms responsible for women issues in the respective countries. Each GPA mobilized more than 100 participants.

The fourth meeting of Ministers and Authorities of Social Development in the Americas, and the two workshops to be organized by Foundations, which did not take place were beyond the authority of the IASPN team.

Overall, the activities undertaken by the IASPN project have contributed significantly “to facilitate the exchange of experiences and knowledge transfer on social protection among Member States”.

4.3 Gender Perspective

The IASPN team innovated in transforming the Gender Audit in a Gender Participatory Gender Assessment (GPA) which is considered by the partners as much more adapted to the needs of the countries involved. Three GPAs were undertaken, one in Guatemala, one in Uruguay and one in Paraguay involving both the Social Development Department and the Women promotion Mechanism of the respective countries.

The RA also found that the IASPN has had a very positive approach regarding the gender perspective within this component of the project. We may underscore the collaboration with the Inter-American Commission for Women (CIM in Spanish) regarding the design, implementation and follow-up of the PGA. Among achievements we may mention the fact that the gender /women institutions in the respective countries are now able to undertake PGAs on their own with other than the Social Development Ministries. The Gender perspective was seen by the IASPN team as a component of the project, and not a cross-cutting issue across the IASPN interventions. This would require that the approach be adjusted in the future.

4.4 Sustainability

The IASPN webpage will be kept open after the termination of the USDOS Grant according to information provided by the IASPN team, however the level and diversity of activities could be affected. The South-South cooperation approach undertaken by the IASPN project is a very good mean to increase the potential of sustainability of the activities undertaken given that they are based on experiences corresponding to the context and level of resources available in the region. The

sustainability of the Multidimensional Poverty Index approach is guaranteed in many countries (Costa-Rica, Dominican Republic, Honduras) based on agreement signed by the OPHI. The sustainability of the Diploma course depends of the availability of extra resources and the policy decision of the participating institutions.

The financial sustainability is questionable given that the Grant provided by the USDOS was for a very short duration, however many partners including OAS member countries (Colombia) contributed to the funding of activities. More diversified sources of contribution would be required.

4.5 Coordination

The partnerships established by the IASPN team with a number of national, regional and international partners constitute a real success in terms of coordination.

Among many others we can mention the collaboration with the government of Colombia regarding south-south cooperation, the collaboration established with the Universidad Católica of Chile and the University of West Indies regarding the Social Protection Diploma, the collaboration with the Oxford Poverty and Human Development Initiative (OPHI) regarding the Multidimensional Poverty Index (MPI), to name a few.

Many multilateral organizations including UNDP, UNICEF, PAHO, UNFPA, UNWOMEN, and regional organizations such as ECLAC and CARICOM have contributed to several of the activities (III Conference on South-South Cooperation, Webinars, etc.). Representatives of OAS member countries contributed to the Webinars.

4.6 Project Approach and Design

There is no doubt that the IASPN undertook a number of best practices which are all contributing to strengthening the capacities of the social protection departments and ministries in the region.

Among other best practices we may mention: i) the multi-sector and disciplinary approaches to face complex poverty and inequality issues in the region, ii) the complementarity between face-to-face training activities and online interaction, iii) the south-south cooperation allowing the sharing of experiences that can be more easily be applied iv) the iterative monitoring approaches (including focus groups and surveys).

We have to underscore the inconsistencies between the OAS Project Profile and the USDOS Grant Agreement

regarding the overall goal, objectives, expected results, activities and indicators of the approval documents. Also, the absence of outcomes indicators, did not allow the possibility to put in place a strong monitoring and evaluation system to measure progress and results.

4.7 Efficiency

The IASPN team has achieved a very high level of efficiency considering the very limited human, technical and financial resources available. The quarterly reports have been issued with the level of information required by the provider of funds and adjustments have been made when needed. We can question however, the limitations made to the cooperation with certain countries given the regional nature of the project and the network.

5. Conclusions, lessons and recommendations

5.1 Conclusions

Overall, we can conclude that the IASPN project reached the objectives “to facilitate the exchange of experience and knowledge transfer on social protection among Member States” (as in the Project Profile) and “to facilitate political, technical dialogue, capacity-building and sharing of best practices regarding social protection in OAS member states, and facilitate broader cooperation throughout the Western Hemisphere”. The document reviewed, the semi-structure interviews and the online survey responses indicated that the IASPN is playing a “unique role” in strengthening social protection professionals and institutions in many areas such as policy dialogue, south-south cooperation, distance-learning, measuring multidimensional poverty and streamlining the gender perspective.

Now, did it contribute “to promote reduced inequality and foster more equitable economic growth and greater economic opportunities for all citizens of the Americas” (as stated in the Scope of work of the Grant Agreement)? It would be difficult to answer. It may have “promoted the reduction of inequality”, claiming it did “reduce inequalities” would be exaggerated.

What was achieved? A lot considering the limited resources available. It is a highly relevant area of interventions that falls perfectly into the OAS mandate and provides direct and concrete follow-up to the Social Charter of the Americas.

How was it achieved? By establishing strong and fruitful collaboration with numerous international, regional and

national entities from the public and academic institutions. It did so by applying many best practices related to capacity-building initiatives, despite the limited human resources available.

In conclusion, we consider the IASPN initiative as a success, and we would like to take this opportunity to congratulate the USDOS for having supported it financially and the OAS for having implemented it.

5.2 Lessons

The IASPN team did apply an approach consistent with the complexity of poverty reduction and social protection field of activities.

Among others, we can underscore many lessons regarding the approach and execution of the project: i) broad multi-sector approach; ii) collaboration among multiple stakeholders, iii) policy commitment complemented by technical training, iv) an iterative approach using focus groups and surveys, reflecting on its experience to improve further steps ahead v) face-to-face complementing online activities, vi) south-south cooperation contributing to the sustainability.

5.3 Recommendations

The following recommendations were discussed with the OAS/DESD and DPE on September 30, 2014.

Rec-1. That the OAS takes all means to provide to the IASPN the necessary political support and orientations through the various OAS Committees and uses its political leverage to move ahead on concrete actions and mobilize resources commensurate with the commitment made by adopting the Social Charter of the Americas, although it is recognized that the Charter goes much beyond the IASPN mandate.

Rec-2. That the OAS considers various scenarios for the continuation of the IASPN initiative, to ensure the focus on strategic interventions that would take into account the comparative advantage of the OAS by ensuring the connection between social protection policy dialogue and institutional and technical capacities.

Rec-3. That the OAS in collaboration with external bilateral and international agencies considers the possibility of broadening the scope of the IASPN in order to transform it from a short term project to a long term sustainable program.

Rec-4: Given the importance of the gender issues in the context of social protection programs, we recommend that the IASPN pursues and strengthens its collaboration with the CIM and ensure that the gender perspective becomes a cross-cutting issue within the IASPN activities.

Rec-5. That the IASPN team continue working in collaboration with international, regional, sub-regional and national institutions from the public and academic sector and consider formalizing such collaboration in order to enter in co-financing arrangements taking into account in-kind contributions.

Rec-6 That the OAS when approving a project or signing a Grant Agreement ensures that its formulation including the overall goal, specific objectives, targets, indicators and expected outcomes, etc. be consistent to permit that an effective monitoring and evaluation systems be put in place to measure progress and results.

Rec-7 That the OAS take every means to strengthen the IASPN in terms of human, technical and financial resources, based on a more flexible and long-term funding approach and monitoring system.

Rec-8 That the IASPN reorganizes its project design by establishing a matrix approach based on four program components (Policy dialogue, south-south cooperation, professionalization and knowledge-sharing network and platform) while applying these means of interventions to various areas of interventions (specific social protection areas, gender perspective, public-private partnership, measuring and monitoring social policies and poverty) based on the current policy agenda.

You will find more specific suggestions for the future steps of the IASPN initiative in the full report.

1. Background, Objectives and Approach

1.1 Background

The Inter-American Social Protection Network (IASPN called RIPSO in Spanish) is a regional mechanism for the sharing of knowledge and experiences among the 34 Member States of the OAS, established in 2009 by mandate of the Summits of the Americas and the Social Development Ministerial Forum. In recent years, many countries in the Americas have developed new ways to tackle the complex problems of poverty and disparity, with results that are making a real difference. The IASPN provides a forum to consolidate these efforts through greater cooperation, and provides capacity building to national social development agencies implementing social protection programs.

At the heart of the IASPN is the conviction that countries can learn from their peers and build on each other's experience. The IASPN functions as a regional cooperation mechanism and a community of practice and learning—a regional network linked by a common purpose and focused on practical results. It brings together countries' social development ministries and other government agencies, as well as international agencies, nongovernmental organizations, the private sector, and academia. Through the IASPN, participants can share information and knowledge, exchange ideas, and transfer or adapt policies, programs, and practices that have proved to be successful.

The IASPN has received several grants and has established partnerships with different counterparts. This particular rapid assessment refers to a project that received funding from the United States Department of State to be executed between September of 2011 and September of 2014 for a total amount of US\$ 1,732,673. The IASPN is coordinated by the Department of Economic and Social Development (DESD) of the Executive Secretariat for Integral Development (SEDI) of the OAS.

1.2 Objectives and Scope of this mandate

The objective of the Rapid Assessment (RA) is:

- To assess the performance of the IASPN through the application of a rapid assessment methodology.

In order to achieve the objective, the consultant had to:

- Conduct a qualitative analysis of the progress of project results.
- Critically analyze project formulation, design, implementation, and management.
- Assess the institutional and financial sustainability of the interventions financed by the projects.
- Document the lessons learned from operations pertaining to formulation, design, implementation, management, and sustainability.
- Make recommendations in order to improve similar future project formulations and designs.
- Assess if and how IASPN addressed the crosscutting issue of gender perspective and to what extent.

1.3 Description of the project

Please note that there are two documents describing the project:

- i) The **“Project Profile” issued by the OAS General Secretariat**, Project Evaluation Committee, (Coded: SID1112), estimated duration three years, not dated although it is mentioned that the project will

cover the period from September 2011 to September 2014. The contribution of the OAS is indicated as being USD\$668,600;

ii) The **US Department of State Grant for the OAS entitled “Inter-American Social Protection Network”** (number S-L-MAQM-11-GR-079, dated September 24, 2011. The grant is for the amount of USD\$1,732,673 for a period of 36 months terminating in September 2014.

1.3.1 Goals and Objectives

The project goals were:

“To contribute towards the strengthening of capacity of social protection programs in the OAS Member States “ (as in the OAS Project Profile); and “to facilitate political, technical, capacity building, sharing of best practices regarding social protection in OAS Member States”; and “to facilitate broader collaboration on social protection throughout the Western Hemisphere, which will promote reduced inequality and foster more equitable economic growth and greater social and economic opportunities for all citizens of the Americas” (as in the USDOS Grant Agreement).

As indicated in the USDOS Grant agreement the objectives of the project are:

- To further political, technical dialogue, capacity building, and sharing of best practices regarding social protection in OAS Member States;
- To strengthen social protection systems in the region through the Inter-American Social Protection Network;
- To strengthen efforts to reduce social disparities, inequality, and extreme poverty and to assist in the exchange of information on policies, experiences, programs and best practices pertaining to social protection

Excerpt from the document of the USDOS “Grant to the OAS entitled “Inter-American Social Protection Network” Scope of Work: Attachment # 1, September 2011

1.3.2 Main expected results

- **Result 1:** IASPN activities and tools promoted and disseminated;
- **Result 2:** Online knowledge and Learning Platform developed and operative;
- **Result 3:** Distance learning courses on social protection delivered;
- **Result 4:** Cooperation activities on social protection delivered
- **Result 5:** Dialogue and consultations with Civil Society and the Private sector carried out;
- **Result 6:** Gender Audits in three Ministries of Social Development carried out;
- **Result 7:** Final Reporting and Project Monitoring and Evaluation finalized.

Please note that both documents do provide numerous indicators (19) which are in fact “quantified activities” to measure the Activities/Expected results. In our view, there may be a need for a clarification of the RBM terminology to be used. The use of the term “Activity” in the case of the Grant were the Project Profile is using the term “result”, and “Indicators” when the Project Profile used the term “Activity” created confusion in the monitoring reports and should have been clarified at the start of the project.

1.3.3 Clients

The main clients for this Rapid Assessment are: i) The Department for Economic and Social Development (DESD of the Executive Secretariat for Integral Development (SEDI) of the OAS; ii) The OAS Department for Planning and Evaluation (DPE); iii) The US Department of State (USDOS).

Eventually other stakeholders and partners could benefit of the lessons learned, conclusions and recommendations. The DESD and DPE will decide how widely they want to share the results.

1.4 Rapid Assessment Approach and Methodology

1.4.1 Overall Approach

The definition of the World Bank of Rapid Appraisal/Assessment is: “**A set or series of data collection methods aimed at supplying needed information in a timely and cost effective manner.** Various data collection methods can be used such as: document review, key informant interviews, focus-group discussions, group interviews, structured observation, and informal surveys”. (See World Bank site –Rapid Appraisal Methods, Volume 1)

This Rapid Assessment focuses on outputs and outcomes. The definitions that have been used in the context of this RA are: i) **Outputs:** “The products, capital goods and services which result from a development intervention; may also include changes resulting from the intervention which are relevant to the achievement of outcomes”. (OECD DAC 2002). ii) **Outcomes:** “The likely or achieved short and mid-term effects of an intervention’s outputs.”(DAC-Glossary, p.28)

Please note that the term “final outcomes” used in the TOR which is often considered as synonymous of “impact”, and the term ‘an in-depth impact assessment and or project impact evaluation due 90 days after the grant ’ used in the Grant Agreement (WHA-S-LMAQM-11-GR-79) cannot be considered in the context of this Rapid Assessment. It is obvious that this Rapid Assessment exercise does not intend to address the issue of “impact” of the project, which would require means, time and methodology that go beyond the current assignment.

The overall approach of capacity-building interventions suggests taking in consideration and analyzing the results and the context of the program at three levels: i) the context of the individual in a social protection institution, ii) the national institutional social protection context, iii) the regional social protection context. In order for the individual to learn new knowledge and competencies that will make a difference, the training must take into account his or her institutional context, and the national social protection context in which the individuals and institutions intervene. The IASPN (or RIPSPO) provides a mechanism where the individuals and institutions can share information, knowledge, and experiences.

1.4.2 Assessment criteria

In order to assess the “Inter-American Social Protection Network (IASPN)” we have taken in consideration the requirements of the Terms of Reference (OAS/DESD and DPE, September 2014) and the DAC-Evaluation criteria (OECD DAC 2002)

- **Relevance:** “The extent to which the objectives of a development intervention are consistent with beneficiaries’ requirements, the countries needs global priorities and partners’ and donors’ policies.” (OECD-DAC, 2002)
- **Effectiveness:** “The extent to which the development intervention’s objectives have been achieved, or are expected to be achieved, taking into account their relative importance.” (OECD-DAC, 2002)

- **Gender perspective:** This criterion has been added to the DAC criteria given the importance that the project proposal and the OAS-DESD give to the concepts of “gender” and its multiple implication regarding social protection. (TOR, from OAS/DESD and DPE, September 2014)
- **Sustainability:** “The continuation of benefits from the project activities after the project has been executed.” (OECD-DAC, 2002)
- **Coordination:** One of the main pillars of this initiative has to do with the need for “better coordination and cooperation” among the organization participating in the process. (Project Profile, OAS, 2011)
- **Project approach and design:** “The degree to which a development intervention or development partner operates according to specific criteria/standards/ guidelines” (Performance: OECD DAC 2002).
- **Efficiency:** “A measure of how economically resources/inputs (funds, expertise, time etc.) are converted to result”. (OECD-DAC, 2002)

1.4.3 Data-gathering methodology

The complexity of the IASPN interventions required the use of mixed-methods data-gathering approach. The following data-gathering methods have been used.

- **Document Review:** project documents; monitoring quarterly reports and activity reports. Approximately 48 documents have been reviewed for a total of 644 pages.
- **Semi-structured Interviews:** Stakeholders including managers, trainers and resources, have been interviewed or have been asked to respond to a semi-structured questionnaire. The questionnaire has been sent to 27 resources. We were able to get interviews and/or written responses from the OAS/DESD, ECLAC, OPHI, APCI, consultants of the GPA, Social Development Ministries from Paraguay and Uruguay;
- **On-line-Survey:** The on-line survey was undertaken based on the lists of participants made available by the IASPN team. 310 persons of whom 115 are English-speaking and 195 are Spanish-speaking were reached. With 50 respondents, the rate of response was 16.1 %, 20% for English speaking participants (23 out of 115) and 13.8% for the Spanish speaking respondents (27 out of 195) from 21 different countries; a recall was sent to the participants two days before the deadline;
- **Sampling methodology:** A “purposeful sampling” methodology was applied based on the commodity of visiting countries where activities were taken place during the period of the assessment (Colombia and Paraguay). All countries were subject to the quantitative and qualitative analysis of their participation to the project activities.
- **Workshop observation:** The RA Consultant assisted as observer to a workshop on MPI in Colombia (24 participants) and a GPA in Paraguay (48 participants).
- **Group interviews:** During the visit in Colombia and Paraguay a few group interviews were undertaken.

1.4.4 Data analysis methodology

The data collected were subject to multiple level of analysis both qualitative and quantitative. The assessment criteria presented previously were used for the triangulation. To the extent to which it was applicable, we have used information provided from various sources (document review, interviews, online survey, and observation) in the various sections of analysis by criteria.

1.4.5 Peer Review Process

Two international consultants with strong reputations in their fields of expertise have reviewed the Draft Work Plan and the Rapid Assessment Progress Report. Each of the Reviewers provided a short analysis of the RA Progress Report which was shared with the Evaluation Manager at the OAS/DESD. The RA Consultant integrated these comments in the Final Report.

1.4.6 Challenges

The challenges faced during this RA include:

- **Complex project:** the IASPN project is a complex set of interventions involving multiple sector of activities, multiple stakeholders in various sectors and countries;
- **Capacity-building interventions:** knowledge-sharing activities, training and workshops are often difficult to measure at the outcomes level;
- **Timing:** undertaking this RA in a very short period of time, made it even more challenging.

Peer Reviewers had underscored the ambitious nature of the methodology suggested in the Work Plan. The level of response to the online survey could have been better if more time had been given to respond (nine calendar days), and if the questionnaire had been shorter (seventeen questions). Also it was difficult to undertake the round-tables or focus groups during the attendance to the workshops in Colombia and Paraguay. The participants had a tight agenda and were practically unavailable for any extra activities.

What is the appropriate rate of response for an online survey?

The literature is quite clear on the subject, that the rate of response to online survey is usually lower than the rate of response for surveys undertaken by other means (mail, phone, visits, etc.). A study undertaken by an Academic of Griffith University, Queensland, Australia (Duncan D. Nulty, 2008), based on a review comparing 10 different surveys which had used either/or both paper-based and online surveys, established that the online survey get an average of 23% lower rate of response compared to paper-based surveys. Since then, things may have changed.

More recent analysis done by providers of online services indicate that, online internal surveys (to employees, students, etc.) may have a higher rate of response (30-40%) compare to external surveys which have a lower rate (10-15%) of response, according to Survey Gizmo. "As a rule of thumb, 10-20 % is a common survey response rate. However, it is recognized that response rates can vary, depending on factors, like survey length, incentives, and whether potential participants care about the topic." according to Constant Contact.

How survey structure and content affects response rate? (from various sources)

- **Clarity of purpose:** clearly defined purposes increase the likelihood of response;
- **Interest in the survey topics:** the audience will be motivated to respond if the topic relates or could impact the participants or something they care about.
- **Audience:** if the potential respondent is a limited clientele within one organization, the rate of response will be higher compared to external clientele;
- **Length:** short (fewer questions) surveys tend to get more response than long; time duration should less than twelve minutes;
- **Question types:** respondents are more likely to answer close-ended questions than open-ended;
- **Sending reminders:** sending frequent reminders will increase the rate of response;
- **Frequency and uniqueness:** the less frequency you survey a particular audience, and the more you vary your questions, the higher the response rate;
- **Recognition in the surveyors:** if, the audience recognizes the persons undertaking the survey, the higher the likelihood to respond;
- **Fidelity of the audience :** if the audience has a sense of belonging or ownership in the activities or product surveyed;
- **Privacy policy:** the quality of the information provided may depend of the level of privacy offered and guaranteed.

Source: Duncan D. Nulty, Griffith University, Queensland, Australia, Assessment and Evaluation in Higher Education, Vol. 33, No3, June 2008. Survey GIZMO is a provider of services for on-line surveys (see Survey Gizmo.com) Constant Contact is a firm specialized in providing services to small firm including client surveys in order to improve their visibility and the quality of their products (Constant Contact.com, 2014).

2. Context of the Inter-American Social Protection Network Project

2.1 Poverty Context

Based on the World Bank SEDLAC numbers, there were still 70.2 million people living in poverty in Latin America and the Caribbean which corresponds to a decrease between 1992 and 2011 of -47.1% (based on 2.5 dollars a day, see detailed data per sub-region in Annex VII). What is the most striking while looking at the data comparing 1992 and 2011, is that between 1992 and 2003, the poverty level did not decrease but actually increased.

As in 2011, it is the Extended South Cone which has seen the highest decrease of -35.2%, remaining with the largest amount of people living in poverty (28.6 million), while in the Andean Region the poverty decreased by -9.5%, with 15.8 million persons living in poverty. In Central America, meanwhile, the poverty decreased only by -2.4% with 26.2 million persons living in poverty.

Despite many attempts and efforts, it was not possible to find a full set of comprehensive and meaningful data on poverty in the Caribbean that could serve for comparison. This has been a long-term challenge for the region, given the diversity of situations between countries such as Haiti and the Bahamas, for example, and the lack of dedicated efforts regarding this issue by sub-regional organizations.

2.2 Social Protection Context in Latin America and the Caribbean

As indicated in the document “Innovation and Interchange: Social Protection in practice” (OAS-SEDI, 2012), ‘While the Americas have made significant progress in the last decade, the challenges posed by poverty and inequality persist in a region with the world’s largest income gap between rich and poor. In recent years, the countries of the region have tackle this problem with new energy and creativity, developing innovative ways to address the many factors that contribute to poverty with meaningful results.’ (p. 5)

In that context “social protection encompasses a broad range of public policies and private initiatives that aim to address the problem of poverty and Inequality”. “Some of the most successful efforts include conditional cash transfer programs, which provide incentives for low-income families to meet certain targets, such as getting regular medical check-ups, and keeping their children in school. But social protection goes well beyond those kinds of programs. (“Innovation and Interchange: Social Protection in practice” (OAS-SEDI, 2012, p.9).

The **definition of social protection** can vary from one institution to another, from one country to another, but three components are generally accepted: i) provision of social services based on non-contributory interventions (support to children and youth, elders, etc.) ii) contributory interventions based on conditional transfer (with certain criteria for qualification). A third component can be added: iii) income-generating activities (for youth, women, employability programs, financial integration).

The IASPN proposes various pillars that must be taken in consideration in order for social protection strategies to be successful. Among others the Project Profile document mention:

- i) **High Level Dialogue:** recognizing the role of policy makers in putting in place social policies;
- ii) **South-South Cooperation:** recognizing that Latin American countries and those of the Caribbean have a lot to learn from each other;
- iii) **Inter-sectorial approach:** stressing the fact that combatting poverty and inequality requires a complex set of interventions in multiple sectors including education, health, housing, income-generation activities, etc., to name a few;

- iv) **Collaboration among international organizations:** local authorities and national government may require support from sub-regional and regional organizations as well as international bilateral and multilateral organizations;
- v) **Public-private partnership:** that the fight against poverty and inequalities require the capacity and resources of public as well as private organizations including for profit and non-for profit organizations.

As an example of the diversity of programs that may be at stake, we can quote the Report of the Santa Marta event on Social Policy and International Cooperation, organized by the IASPN in October-November 2012. Thirty-four different programs were presented in the following categories:

- Cash Transfer (Brazil, Costa Rica, Paraguay)
- Child and Youth (Bolivia, Colombia, Honduras, Peru)
- Family Approaches and Support to Indigenous Groups (Colombia, Ecuador)
- Urban Communities (El Salvador)
- Old Age Pension-Elders (Bolivia, El Salvador)
- Food Security (Brazil, Colombia, Peru)
- Financial Inclusion & Youth Employment (Chile, Dominican Republic, Colombia)
- Integrated Approach to Combat Poverty (Colombia, Honduras, Paraguay, Uruguay)
- Network Programs (Panama, Colombia)
- Registration and Targeting-Information Systems (Colombia, Honduras, Peru)
- Poverty Index (Colombia, Uruguay)

Also, the concepts papers, interviews and responses to the on-line survey suggest we take into account the following elements of debates regarding social protection and poverty reduction strategies in the Americas:

- **Universal versus targeted social protection programs:** in the eighties and nineties, the trend, supported by international cooperation agencies and institutions, was to put in place small, measurable projects with limited target populations. Those projects were presented as ‘pilot’ which could eventually be reproduced on a more general basis. The generalization never came, at least in the Americas (in Africa the program-based approaches were implemented as a follow-up to the Paris Declaration). Meanwhile, in the Americas some countries like Brazil, Mexico and Chile implemented large programs benefitting to all those qualifying (Fome Zero, Solidaridad). Maybe time has come for the Latin American countries to build on their experience towards the universalization of social protection programs, where targeting would be a way to achieve universalization and not the other way around.
- **Public and Private Partnerships (PPP):** this appealing concept raises a lot of debate in the region with two fundamental tendencies. For some people, the term PPP can mean bringing the contribution of the private sector to the area of social protection, and has an ‘added-value’, meaning that more resources would be available to reach the poor. Other consider that PPP in a way to ‘privatize’ public social services. Some countries have put in place “Leys of concession” which are opening the door and setting the rules for the private sector to invest and/or administer in the name of the government public institutions. Which approach will the OAS promote? This Rapid Assessment does not claim to promote one approach over the other, but the IASPN should clarify its line of action before considering this area of intervention.
- **Civil Society:** the involvement of civil society (religious, charitable organizations, foundations, local community organizations, etc.) is a key player in social protection activities in the Americas and elsewhere. Civil society organizations have been recognized to help reach the most vulnerable groups

(women, youth, handicapped, elders, indigenous, etc.) oftentimes substituting the states where it fails. Civil society organizations also have the faculty to represent actors without a voice and providing a resounding board for public administration which often have the tendency to establish larger programs without having the needed adjustment capacity to respond to specific needs. The partnership between public organizations and administration and civil society organization can often be a means of success.

- **Financing social protection programs:** for some it all comes to the bottom line ‘How much do you invest? And who will pay?’ Some countries in the region have a very low rate of income tax, as low as 12% in the case of Guatemala and Paraguay. Therefore, should the adoption of the Social Charter of the Americas imply that more resources be invested, the question remains: “and by whom?” The Charter is silent on the subject.
- **Turn-over of personnel in the area of social protection:** this is an acute problem in many countries of the region, which constitutes a tremendous loss of capacity and begs the question of the appropriateness of training individuals without supporting them through institutional strengthening activities that could contribute to the continuation and sustainability of the knowledge and expertise acquired. Should the OAS use its political leverage to require that human resources trained through its program be guaranteed at least a certain time in office? Should the OAS consider opening a policy dialogue on this issue before investing more resources for the professionalization of social protection staff? Should there be an implementation strategy to complement the Social Charter of the Americas which would address the issue of turnover of personnel in the Social Protection Ministries of the region, alongside the issue of corruption which often accompanies employment instability? The response from an external perspective is obviously yes, but we know that this is a very political and contentious issue difficult to address given the political and administrative culture in the region.
- **Corruption:** the World Bank identified the sectors of public infrastructures in health and education as areas with the highest rate of corruption in the developing world. During the consultant’s stay in Paraguay, the recently appointed head of the IPS (Instituto de Prevision Social) gave his resignation after only a few days given as main reason the fact that ‘Mafia systems were well established in the administrative machinery of the IPS’ *La Nacion, Sunday September 21, page 16). The following day, during the Participatory Gender Assessment at the SAS, a participant identified ‘corruption’ as one of the main problems they were facing in the implementation of the social programs.

2.3 Overall Participation

You will find below a table summarizing the level of participation in the various components of the project:

Activities (Note on Participation)	Participation Spanish	Participation English	Participation Total
1. Access to the IASPN Web Page	4097	541	4638
2. Inter-American Social Protection Dialogues (Webinars)	n/a	n/a	773
3. Contact persons (provided by the IASPN team)	64	16	80
4. Distance-learning (Diploma/Diplomado) and review	19+28+10	14	71
5. South-South Cooperation: (Seminars/Conference in Santa Marta, Barbados, Jamaica, Belize)	51	37+20+63	171

a. Also Multi-dimensional Poverty Index	68	-	68
b. Also Study tours	20	3	23
6. Gender Participatory Assessments (note)	104+116+124	-	334
7. Financial Inclusion (NYC,Santiago, Chile)	22	78	115
Note on participation: the numbers on participation cannot be cumulated, given the possibilities of numerous "double counting".			

You will find details in the Annex IX.

The lists of access to the IASPN website and participation to webinars correspond to 5411 participants. While the number of participants to the face-to-face correspond to 782, mostly from Latin America in a proportion of 70%.The level of participation has exceeded the targets in almost all categories of activities: visit to the Web site, participation in Webinars, Social Protection Diploma, South-South Cooperation activities including the Multidimensional Poverty Index and study-tours, and Gender Participatory Assessments. Annex IX, presents a table summarizing such participation.

We would have liked to analyzethe participation per country and as suggested by one of the Peer Reviewers, to see what type of countries were participating and benefitting the most. However, it would be good practice, if the IASPN, in its final report,analyzed such data. Among the issues to be raised would be if the project, in its current structure and approach,does not favor richer countries, which have more resources (human, financial, and technical) to allow for the participation of their staff, compared to poorer countries, or if a sub-region(Central America, Caribbean, Andean countries, South Cone) or specific country does not benefit more than others in comparison with its population and level of poverty.

3. Rapid Assessment Findings

The terms of reference requested measuring the results at the Output and Outcome levels. We have to recognize that most of the information made available through monitoring reports and interviews were related to the activity level. In part, this is due to the fact that the Project Profile and Grant Agreement did not provide the basis for a strong monitoring and evaluation system based on outcomes. Nevertheless, this Rapid Assessment will address the issueofwhether the project achieved its intended results and objectives as formulated in the approval documents.

3.1 Relevance

In the context of this RA, "relevance" was defined as "The extent to which the objectives of a development intervention are consistent with beneficiaries' requirements, the country's needs, global priorities, and partners' and donors' policies." (OECD-DAC, 2002). This criteria was analyzed at three levels: i) In relation to overall objectives of social protection in the region ii) in relation to the objectives pursued by the DESD of the OAS, iii) in relation to the objectives pursued by the participant countries.

The mandate of the IASPN comes from the First meeting of the Ministers of Social Development Committee and the Summit of the Americas, 2009, and paragraph 9 of the VI Summit of the Americas stating that: "To strengthen our efforts to reduce social disparities and inequality and to halve extreme poverty by the year 2015, we commit to exchange information on policies, experiences, programs and best practices. We therefore support the establishment of an Inter-American Social Protection Network in order to facilitate this exchange".

On this first criteria, we have to take stock of the fact that, unfortunately, poverty, inequalities, and in certain areas deprivation remain major challenges that most countries have to face at one level or another. In that context, social protection programs remain fundamental to pursue social equity, economic progress and political stability. The Project Profile issued by the OAS Secretariat mentions the following as the most relevant commitments regarding social protection in the region: i) the OAS Charter, ii) Communiqué of the Cali, Meeting of Ministers and High Authorities of Social Development, iii) the VI Summit of the Americas, iv) the reiteration of the Millennium Development Goals, to name a few. More recently, the adoption of the Social Charter of the Americas, by the OAS member countries in 2012 constitutes a major step ahead.

The OAS SOCIAL CHARTER, 2012

In June 2012, in Cochabamba, Bolivia, at its Forty-Second General Assembly, The OAS adopted the Social Charter of the Americas. The document is eleven pages long and contains 35 articles. The preamble after considering the Charter of the OAS, the Inter-American Democratic Charter, recognizes that social justice and equity are essential to democracy, and that the extreme poverty constitutes an obstacle to development. Moreover, the General Assembly expresses its determination and commitment to urgently combat the serious problems of poverty, social exclusion and inequity that affect in varying degrees the countries of the hemisphere, to confront their causes, and consequences, and to create more favorable conditions for economic and social development with equity to promote more just societies.

The Charter reiterates that member states, inspired by the principles of solidarity and inter-American cooperation, have committed to: adopt and implement actions towards the eradication of hunger and illiteracy; provide quality education; broaden access to health care and public services; strengthen social cohesion and inclusion; eliminate discrimination; generate decent and dignified job opportunities; encourage equitable income distribution; foster full participation by the people in decisions having to do with their development; and promote and protect human rights;

The Charter is then divided in five chapters covering the following themes:

- CHAPTER I: SOCIAL JUSTICE, DEVELOPMENT WITH EQUITY, AND DEMOCRACY
- CHAPTER II: INCLUSIVE AND EQUITABLE ECONOMIC DEVELOPMENT
- CHAPTER III: SOCIAL DEVELOPMENT, EQUAL OPPORTUNITY, AND NON-DISCRIMINATION
- CHAPTER IV: CULTURAL DEVELOPMENT, DIVERSITY, AND PLURALISM
- CHAPTER V: SOLIDARITY AND COLLECTIVE ENDEAVOR IN THE AMERICAS

The last article (number 35) stipulates that ‘In hemispheric cooperation, member states will promote inclusive mechanisms that favor the development of horizontal, South-South, and triangular cooperation actions, complementing traditional cooperation mechanisms’ which is exactly what the IASPN does.

Source: OAS, Social Charter of the Americas, Washington, 2012

The formulation of the Charter, with its general statements and commitments and given its nature, cannot be specific enough to guide the IASPN activities. Only the gathering of the Social Development Committee of the Americas, and/or the Meetings of the Ministers and High Authorities could provide such guidance. We may want to underline that in our view the existence of the OAS as a forum of policy dialogue constitutes the comparative advantage of the organization. Such “political leverage” could be used more pro-actively to generate specific changes and concrete actions concerning long-term challenges that the social protection areas are facing.

In the semi-structured interviews, respondents have indicated to us the importance of IASPN activities and how they strengthened their own activities of cooperation in the region (OPHI and APCI). Over 87% of the fifty respondents to the online survey indicated that they considered the activities of the IASPN either relevant or highly relevant. The highest score of high relevancy was achieved for the cooperation activities and the Multidimensional Poverty Index activities. Therefore, we consider the IASPN highly relevant to the needs of the region, responding fully to the mandate of the OAS, SEDI and the DESD and highly appreciated by the participants.

Question 2: Do you consider the IASPN project activities (Training, virtual platform, cooperation activities, and others) relevant to improve social protection in your country?		
Highly relevant (%)	Relevant (%)	Not very relevant (%)
60.0	37.8	2.2

Source: Online survey, undertaken September 15 to 23, 2014

3.2 Effectiveness

In the context of this RA, the “effectiveness” was defined as “The extent to which the development interventions’ objectives have been achieved, or are expected to be achieved, taking into account their relative importance.” (OECD-DAC, 2002) and was to be measured based on the following: i) first, the number of activities at the outputs level, ii) then, outcomes of the training and knowledge-sharing activities putting special emphasis on the behavioral changes of those who had participated in the training and, iii) increased capacities at the institutional level.

First, we have to stress the very ambitious nature of the project covering seven different areas of activities (called “Results” in the Project Profile) with twenty types of indicators, which themselves require the implementation of various activities. For the sake of clarity we will present the assessment by categories of activities-results.

- **Activity-Result 1: IASPN activities and tools promoted and disseminated**

Under this activity, the IASPN had to deliver five different categories of activities and indicators: i) prepare and distribute information kits for the VI Summit of the Americas; ii) support Ministers and Authorities in preparing the third meeting of Ministers and Authorities of Social Development; iii) support Ministers and Authorities in preparing the fourth meeting of Ministers and Authorities of Social Development, iv) elaborate concept papers (at least two per year) v) represent the IASPN at events and workshops to disseminate and promote the network activities.

- i) **VI Summit of the Americas:** kits regarding actions taken in response to mandates 9 and 10 of the V Summit of the Americas were produced and distributed;
- ii) **Contribution to the III Meeting of Social Development Ministers and Authorities:** the third meeting of the Inter-American Committee on Social Development took place April 6-7, 2010 in Washington DC. Mr. Francisco Pilotti attended the meeting on behalf of the DSDE and presented a report on the activities of the CIDES (Inter-American Committee on Social Development); this meeting constitute a preliminary session for the III meeting of Social Development Ministers and Authorities which did not take place.
- iii) **Contribution to the III & IV Meeting of Social Development Ministers and Authorities:** did not take place due to reasons beyond the control of the IASPN.
- iv) Elaborate concept papers (at least two per year);
- v) Represent the IASPN at events and workshops to disseminate and promote the network activities: the IASPN undertook numerous visits and attended numerous Conferences.

Eight concept papers were published although only six were required in the project approval document. These are:

- Concept Paper 1: Joint Statement with the ILO;
- Concept Paper 2; Joint Statement with the FAO;
- Concept Paper 3: Joint Statement with ECLAC;
- Concept Paper 4: Publication on Social Protection and Cooperation (Santa Marta);

- Concept Paper 5: Publication on Multidimensional Poverty Index (IPM);
- Concept Paper 6: Joint Statement with PAHO;
- Concept Paper 7: Inter-sectorial Cooperation;
- Concept Paper 8: Five Years of the IASPN.

The OAS-IASPN team participated in nineteen different fora to represent the IASPN/RIPSO and share information regarding its objectives and activities which corresponds to 190% of the target set by the project approval documents.

Overall, we can say that the IASPN has been effective and complied with its mandate regarding this category of activities and results: **IASPN activities and tools promoted and disseminated**, within the scope of its responsibility and authority by providing support to the VI Summit of the Americas, issuing and disseminating numerous concepts and statements papers and by participating to various activities regarding social protection in the region. Many participants and stakeholders have underscore the quality of the work and conceptual papers issued by the IASPN.

It is unfortunate that the IV meeting of the Social Development Ministers and Authorities did not take place, given that the area of ‘policy dialogue’ constitutes the domain where the OAS has a comparative advantage compared to other regional organizations.

Activity-Result 2: Online Knowledge and Learning Platform Developed and Operative

Two main activities-indicators had to be undertaken: i) Develop and maintain a dedicated IASPN website, ii) Undertake website applications such as webinars, virtual forums, virtual library, blogs, etc.:

- i) **Develop and maintain a dedicated IASPN Web site:** The migration of the current IASPN website content was undertaken, tools for discussion forums and networking are functional, and online library enables members to share resources, an events page exists to share and promote events, online portfolios of social protection programs exist, and can be shared
- ii) **Undertake website applications such as webinars, virtual forums, virtual library, blogs, etc.:** Twelve webinars took place (see the list in chronological order in Annex IX)

Management of the Web site

The administrative process to get technical support for the design, establishment and migration of the IASPN web-page was apparently a complex and difficult process which delayed considerably the work of the IASPN team on this component of the project. However, once the QED group was under contract this component of the project proceeded very efficiently in putting in place the means to ensure the functioning of the Web page.

The IASPN team undertook an on-line survey and undertook focus groups to identify the needs of the potential participants to the IASPN through the Web page. These were followed target groups prioritization sessions to develop a Knowledge Engagement Strategy. Among the finding, the IASPN noticed that the respondents view the portal as a place to network with peers, share innovating ideas and solve problems. Also, half of the respondents visits the portal for information, resources, methodologies and programs of social protection, a majority of the respondents found the portal themes relevant and interesting. This was confirmed by the online survey undertaken in the context of this Rapid Appraisal.

Question 15: Do you consider that the IASPN virtual platform put in place to strengthen the exchange of experiences among social protection professionals in the Americas is a useful tool? How often do you use it?				
	Very useful - I use	Somewhat useful - I use	Useful - I have used it	Not useful - I do not

	it frequently (%)	it from time to time (%)	a few times (%)	use it (%)
To learn about other projects	50.0	20.6	17.7	11.7
To communicate with colleagues in other countries	29.0	12.9	32.3	25.8
Other reasons	16.7	25.0	0.0	58.3

Source: Online survey, September 15 to 24, 2014

The focus groups undertaken by the Knowledge Management Expert contracted by the IASPN team found that “a sense of community among social protection professionals was emerging in the region” thanks to the IASPN website. Also, it was found that “face-to-face activities can heighten the level of engagement in the portal activities”.

Also, the IASPN team in collaboration with the QED undertook a Google Analytics which provided information on the visits and frequency and origin of IASPN Portal users. The countries of origin of most users were: i) United States (which includes OAS and other international organization staffs), Colombia, Mexico, Peru, Argentina, Chile, Brazil, Ecuador and Uruguay. It was also found that overall connections to the IASPN Virtual Portal had been made from 130 different countries.

In order to attract more visibility to the Portal, the IASPN team developed a bi-weekly IASPD Digest. This product has an interactive element (such as tips for usage, etc.) that prompts readers to go to the Portal. A lesson that the IASPN team learned from its analysis was that ‘the IASPN community members are very receptive to the content delivered directly to their e-mails’ inbox”. This could mean that it is very important to take great care in the completion of the participants’ lists with names and e-mail addresses when a workshop or any other face-to face events take place.

One of the activities and expected results of the IASPN web site (under Activity 2.1 of the Project Document) was to encourage social protection professionals to share their professional profile in order to promote exchange of experience and collaboration. Given the low response to this option on the Portal, the IASPN team undertook interviews with academia, international organization officers and private sector representatives and put them on the web site. Other interviews were undertaken with NGO and government employee at the local levels. Also, the rotating banner was frequently updated and the colors of the Portal were adjusted to make it visually appealing and more user-friendly.

Inter-American Social Protection Dialogues (Webinars)

Twelve Inter-American Social Protection Dialogues were undertaken (see the list in Appendix IX providing a listing of activities by chronological order). The implementation of the Webinars involved many international organizations among which we mention the ECLAC, the MERCOSUR and the World Bank, and member countries’ representatives (Dominica and Peru).

According to the data provided by the IASPN team, a total of 773 participants (64.4 per event) were involved in the Webinars. The main countries of origin of the participants were: i) United States (which could include representative of international organizations located in the US), Chile, Brazil, Colombia, Ecuador, Mexico, Peru, and Costa Rica. The IASPN team draws the following lesson of this experience: “The IASPN Series, has been useful in facilitating the exchange of knowledge and experience on social protection at a very small fraction of the cost of on-site training and meetings”. Also “the IASPN series has allowed the Technical Secretariat to form new

partnerships and strengthen existing ones with other social protection stakeholders in the region (Source: IASPN Coordinator, September 23rd, 2014)

The project activities and indicators (2.1 and 2.2) were only mentioning the development and maintenance of a dedicated IASPN website. We consider that by undertaking surveys, focus groups and Google Analytics, by designing new products (IASPN Digest and Interviews of social protection), the IASPN team went much further than required.

Overall, we can consider this category of activity-results **Online Knowledge and Learning Platform Developed and Operative** as very successful. The statistical data from Google Analytics demonstrate frequent use of the web platform. Numerous webinars exceeding the targets were undertaken, IASPN Digests were published periodically. In the online survey undertaken for this Rapid Assessment, 90% percent of the respondents considered the IASPN website relevant or highly relevant to improve social protection in their country and 95% found the webinars relevant or highly relevant for the same purposes.

Over and above these achievements, in order to better understand the needs of the members or potential members, the IASPN team undertook a survey and focus groups, which provided a much better understanding of the clientele and its needs. A Strategy and a work plan were developed to respond to such needs. We consider the efforts undertaken by the project team in this regard quite impressive and this could be considered as a “best practice” for the management of website and clientele understanding. In June of 2014, the IASPN shared its experience with other OAS General Secretariat Departments, especially the SEDI.

- **Activity-Result 3: Distance-learning courses on social protection delivered and social development staff trained in social protection.**

In order to measure the implementation of this category of activity-Results three different activities-indicators were to be implemented: i) Deliver distance learning courses on social protection in Spanish, ii) Undertake course evaluation by an academic panel, iii) Develop and deliver a distance learning course on social protection in English.

- i) Deliver distance-learning courses on social protection in Spanish: two courses in Spanish, in collaboration with the PUC in Chile, were undertaken reaching 48 participants.
- ii) Undertake course evaluation by an academic panel: an academic panel provided feedback and focus groups with trainees were undertaken to get participants’ feedback.
- iii) Develop and deliver a distance-learning course on social protection in English: a training course took place in Barbados, at the University of West Indies involving 14 participants. We may mention the low participation of Caribbean countries.

The Social Protection Diploma developed by the IASPN team was based on both a distance education approach and a face-to-face component. Although, we do not have the exact numbers, we were told that many more participants registered compared to those who graduated. This is a good and a bad thing. It shows that there is a high level of interest on the part of social protection practitioners in the region. But it could also indicate that the time requirements needed to be invested cannot be afforded by many.

The First Graduation of the Social Protection Diploma

Between October of 2011 and April of 2012, the OAS, through the Inter American Social Protection Network (IASPN), in collaboration with the Pontifical Catholic University of Chile, and through the Public Policy Center, held the first Diploma Course on Social Protection for the Americas.

The objective of the curriculum (taught in Spanish) was to add to the academic training of professionals who have the responsibility of designing, implementing, executing and/or evaluating programs tied to Social Protection Systems and/or

programs for overcoming poverty, vulnerability and inequality from Social Development Ministries and institutions in the region.

- 30 professionals from 15 countries in Latin America were selected for the diploma course, and 19 professionals from 13 countries in Latin America graduated.
- Among the students, the leading professions were: Social Work, Economics and Sociology, and to a lesser extent, Engineers, Journalists and graduates from various disciplines.
- The course took place in virtual sessions and in an on-site session in Chile.

Source: Diploma Course on Social Protection for the Americas, IASPN, OAS not dated, 9 pages

The participants we interviewed from training that took place in Spanish were very grateful for having this opportunity. All three had different academic backgrounds (Education, Statistics, and Psychology) and were working in different programs of their Social Development Department. They very much appreciated the comparative approach taken, which offered them the possibility to broaden their views and understanding of social policies and programs in the Americas. They also found useful the complementarity between the on-line and face-to-face components of the program.

Among the subject of particular interest which was lacking in their own institution, they mentioned the importance of measuring poverty and social deprivation and the highly-needed monitoring and evaluation methodology to measure the progress or failure of social programs. However, they highlight their difficulty in getting their institution to make concrete commitments in that regard. As a potential recommendation for the future, they mentioned the need that technical training be accompanied by policy dialogue. Not having the institutional leverage to make their agency move in such a direction limited their capacity to apply the new expertise they had acquired. This would imply that the selection criteria may include the need to get a mix of both middle-management and technical staff and that follow-up be undertaken by the IASPN team. Note should be taken that although some countries had chosen to propose technical-level social protection practitioners, other countries involved had both middle-management and technical people involved.

The participants interviewed also recommended that the face-to-face part of the program allowed more time for the exchange of cooperation among the participants. They appreciated being kept in the network of the IASPN when receiving the IASPN Series. They even recommended that such Bulletins be distributed more widely to their colleagues. This could be done, if the IASPN was establishing contacts with the human resources – professionalization unit of their institution which could act as contact point.

Turnover of personnel in Social Protection Institutions: a major challenge

The visit in Paraguay allowed the opportunity to discuss with personnel of the Department of Human Resources of the Social Development Department and found that 90% of the personnel of the Social Development Department (a total of 1,200 people, 400 being at the headquarters and 800 being in the regional, provincial and municipal levels) were persons under contract, while only 10% were permanent staff. During the participatory session on gender issues, among the main problems they were facing, the staff expressed concern about the problem of continuity. The lay-off of personnel both with the Social Development Department at headquarters and in the field was mentioned at many occasions as one of the main problems affecting the quality and outcomes of social programs in the country. This absence of continuity and the uncertainties that this created was seen as the main factor creating the conditions for corruption.

This is not a phenomenon specific to Paraguay but common to most Latin American and Caribbean countries. Even in a country like Chile, with the change in administration after the 20 years in power of the “government of Concertation”, thousands of highly-qualified public servants were laid-off, to make room for the collaborators of the new political party which took office in 2008. This, as in many other countries of the region, constitutes a tremendous loss of capacities and raises the question of the appropriateness of training individuals without

supporting them through institutional strengthening activities that could contribute to the continuity and sustainability of the knowledge and expertise acquired.

Although the number of trainees has been rather low (47 from Latin America and 14 from the Caribbean, for a total of 61) we considered that the IASPN complied with the target of putting in place **Distance learning courses** on social protection delivered, and social development staff trained in social protection in Spanish and English. Testimonial of participants indicates that they valued the training and in many cases applied it in their work.

Over and above the number of participants we have to consider the validation of the content of the training through Expert Review and focus groups. The ECLAC, CIPPEC and Euro Social participated in the review and focus groups took place as follow-up to both Spanish-speaking training courses. The question is now in the hands of the IASPN, OAS Member States and stakeholders to decide about its potential replication and to allocate the appropriate resources. Some collaboration with ICAP is envisaged in the future and the possibility of having a social protection diploma based only on the distance-learning format is being considered. In our view, however, the distance learning and face-to-face training should not be undertaken in isolation but based on policy dialogue and commitments, complemented by south-south cooperation and knowledge-sharing through the IASPN web platform.

Activity-Result 4: Cooperation activities on social protection delivered

Two activities-indicators had to be delivered: i) Development and maintenance of a social cooperation Matrix, ii) Organization of the Third Workshop on Social Policy Cooperation.

- i) **Development and maintenance of a social cooperation Matrix:** a listing of potential cooperation activities in the area of social protection was put in place as a follow-up of the Workshop on Social Programs and International Cooperation that took place in SantaMarta, Colombia in October-November 2012. The Matrix designed at the event was used as the basis for negotiation and permitted the development of various cooperation activities, some undertaken by the participants on their own, others implemented by the IASPN. This was the case of the Workshops on the Multidimensional Poverty Index in collaboration with the Colombian government and the Oxford Poverty and Human Development Initiative (OPHI).
- ii) **Organization of the Third Workshop on Social Policy and Cooperation:** The Third Workshop on Social Policy and Cooperation took place in Barbados in September 2013 with 37 participants representing 15 countries mostly from the Caribbean and international organizations.

The South-south cooperation matrix was based on supply and demand; on the supply side, one country offering potential technical areas to be shared and on the demand side, other countries expressing interest in benefitting from such areas of expertise. In Santa Marta four sessions-rounds of negotiation took place resulting in 16 areas of interest.

We can underscore the great diversity of subjects discussed. Of the total potential initiatives, 20% were concerning food security, 13% concerning Multidimensional Poverty Index, 11% concerning differential approaches, 11% concerning childhood, adolescent and elderly and nine other categories corresponding to less than 10% of the proposals. Areas as diverse as Food Acquisition Program offered by Brazil (with seven countries interested in taking advantage of that experience, including Colombia, Costa Rica, Uruguay, Bolivia and Paraguay), the Multidimensional Poverty Index based on the experience of Colombia, where Uruguay Ecuador, El Salvador, Paraguay were interested. A brief description of the IASPN cooperation model is presented in the text box below.

The IASPN Cooperation Model

The IASPN cooperation model is based on:

- Serving as a bridge between the high-level political dialogue (Social Development Ministerial Forum) and the ongoing needs for cooperation and capacity building of social development institutions.
- The concept of partnership for development of the OAS, which is an inclusive approach that assumes that all member States - regardless of their development level - have experiences and knowledge to exchange.
- Demand and supply based. The model is based on both country demands, adapting every experience and solution to the priorities and context of each country; as well as the supply of experiences and knowledge countries have and wish to share with their peers.
- Working within a network environment, enabling a multi-directional flow of knowledge among members and the integration of an inter-sectorial perspective through the involvement a wide range of national and international actors in the field of social protection.

Cooperation methodology:

- Use of an online learning platform to generate discussion and exchanges pre-onsite cooperation activities and use resources more efficiently;also, to provide continuous and flexible support as a follow-up mechanism.
- Participatory approach: countries select social protection programs/tools to be exchanged among peers (supply based).
- Collaboration with international and sub-regional agencies so as not to duplicate efforts.
- On-site technical cooperation workshops at which participating countries present social protection programs and tools by which they feel they have lessons learned to share, and the IASPN/OAS facilitate cooperation roundtables, matching demand and supply of programs, and identifying expressions of interest. As a follow-up, the IASPN coordinates with participating countries bilateral and multilateral exchanges.
- Bilateral and multilateral study tours and exchanges.

Provided by the IASP team, September 2014

The III Caribbean Workshop on Social Protection and the Cooperation brought 37 participants, from 14 Caribbean countries and 15 representatives from regional and international organizations. The Workshop allowed the IASPN to build a Matrix of potential cooperation in the region. Among others, the PATH experience from Jamaica, and the BOOST experience from Belize, were highlighted and provided opportunities for follow-up. In the case of the Belize, the event was organized in collaboration with UNICEF which contributed to cover the cost of participation of representatives from the Caribbean. As an example of results, we can mention the Minister of the Ministry of National Mobilization, Social Development and Youth Affairs who declared that “the experience gained from the study tour in Jamaica, the conditional cash transfer and social graduation of the PATH program would be incorporated into St-Vincent and Grenadines Public Assistance Programme.” (Experience with the Path Study Tour, IASPN, not dated, two pages). It was also said that the IASPN south-south cooperation was important to help Caribbean countries “harmonizing social development policies in the Caribbean”.

The Study Tours was also a formula experimented by the IASPN. Among the various possibilities and activities we can mention the visit of the representative from Trinidad and Tobago to Chile on the issue of homeless, the visit in Jamaica to St-Kitts and Nevis where the monitoring system of Jamaica was seen as a useful option for further collaboration.

Overall, we can say that the IASPN has been effective and complied with its mandate regarding this category of activities and results by undertaking successful events in Colombia and Barbados which were followed by numerous South-South cooperation activities, especially those related to MPI and GPAs and study tours.

Activity-Result 5: Dialogue and Consultations with Civil Society and the Private sector

Two categories of activities—indicators were to take place: i) One civil society and private sector consultation organized by the Fundación America Solidaria, ii) One civil society and private sector consultation organized by the Inter-American Foundation.

During the discussion and negotiation process, the IASPN team found out that the IAF and the Foundation for Poverty Alleviation from Chile had received funds from the USDOS for similar activities, making it more difficult to find a common ground without duplicating activities. Note should be taken that the USDOS accepted to reallocate the resources to other activity including the NYC Forum on “Financial Inclusion”. If a lesson could emerge from this situation it is that the IASPN, in the future, would benefit in committing itself to activities over which it has full responsibility and the capacity to deliver, without depending on external partners. However, this could be debated given that the nature and sustainability of the IASPN is based on the collaboration with other stakeholders.

Therefore, the OAS-IASPN team had to consider alternative plans. Among these the OAS-IASPN and representatives of OAS members’ states participated in the NYC forum on “Financial Inclusion: A Catalyst for Inclusive Growth” where more than 130 representative from the US and international organizations participated, along with 78 participants from Latin America and the Caribbean. Also, the IASPN undertook an online consultation with Latin American countries including Chile, Costa Rica, Colombia, Dominican Republic, Mexico, Nicaragua, among others.

Overall, we can say that the IASPN has only partially complied with its mandate regarding this category of activities and results by undertaking activities related to the theme of **Dialogue and Consultations with Civil Society and the Private sector**. However, the theme of “Dialogue and consultations with Civil Society and the Private sector” as too broad to be the subject of further activity without having a real policy dialogue to provide clarifications. One peer reviewer has insisted on the importance and role of civil society organizations in the area of social protection. Experiences shared in Colombia were insisting on the role of the private sector. We consider that it goes beyond the mandate of this Rapid Assessment to determine which approach should be considered. However, we suggest that, if the IASPN was to pursue its activities in this regard, it should undertake a policy dialogue to clarify its mandate and identify where it can best play a useful role based on its comparative advantage.

- **Activity-Result 6: Gender Audits in three Ministries of Social Development.** (See section 3.3 on Gender perspective)
- **Activity-Result 7: Final Reporting and Monitoring and Evaluation** (An analysis of the Monitoring and Evaluation activities is presented in section 3.7 on Efficiency)

Overall, the response to the on-line survey indicated the usefulness and appropriateness of the training, workshops and knowledge-sharing activities of the IASPN. Unfortunately, the percentage responding that they “rarely” apply the new expertise acquired is rather high (in the order of fifty percent) except for the use and reference to technical material distributed throughout the activities. Nevertheless, 90% considered that the project activities have already had a positive effect on their institution (54.6), or will have a positive effect on their institution (45.4)

3.3. Gender Perspective

The project Profile and Grant documents as well as the terms of reference of this RA insisted on the gender perspective and its multiple implication regarding social protection. The gender perspective was analyzed in a broad perspective as a cross-cutting issue of the project.

According to the project approval document, the IASPN project four activities-indicators were to take place: i) Identification and commitment of three Ministries of Social Development interested in participating in the audit, ii) Implementation of the three audits, iii) Drafting of Work plan and technical Assistance provision, iv) Organizing monitoring follow-up and workshops

- i) **Identification and commitment of three Ministries of Social Development interested in participating in the audit:** the IASPN was able to identify three departments of Social Protection (Guatemala, Uruguay, and Paraguay) willing to participate in the Gender Participatory Assessment (GPA) exercise;
- ii) **Implementation of the three audits:** Three Gender Participatory Assessments (GPA) were undertaken. (Guatemala, in March 2014, with 140 participants, in Uruguay, in July 2014, with 120 participants and in Paraguay, approximately 160 participants). The GPA also included the Departments responsible for Women issues in the respective countries;
- iii) **Drafting of Work plan and technical Assistance provision:** As a result of the PGA three work plans were prepared in Guatemala, Uruguay and Paraguay;
- iv) **Organizing monitoring follow-up and workshops:** at the time that the Rapid Assessment took place one follow-up workshop had taken place in Guatemala and two were planned to take place in Uruguay and Paraguay.

Based on previous experiences that had taken place within the context of a project supported by the International Labour Office (ILO) in Barbados, El Salvador and Peru, the consultants involved in the Gender Audits recommended that the approach be reconsidered to be based on a more participatory process. The new approach put together the three components (training in the methodology/diagnostic/implementation/work plan) in a more cost-effective way. The new approach was to be based on the full participation of the Social Development Department but also with the involvement of the Ministry responsible for women issues in the given country. This approach was summarized in the Full and Synthesis Documents approved by both the IASPN and the Inter-American Commission for Women (CIM in Spanish). The Synthesis document presents an approach based on the cross-cutting nature of the gender perspective (“transversalización” in Spanish) and the need to intervene at various levels including the policies, the strategies, programs, administration, budgeting and even in the culture of the institution.

The participatory methodology involving the staff (based on round table discussions) and the management (based on interviews) is set to identify the institutional needs and limitations regarding the internal practices favoring or not the application of the gender perspective. Once the diagnosis is completed, a plan of action is designed in order to guide the steps to be undertaken in order to “contribute to the mainstreaming of a gender equality approach within the public policies of the OAS Member States”.

At the same time the approach pursues the specific objective of contributing to the strengthening of a group of professionals of both the Department of Social Protection and the Authority responsible of the Women matters in a given country. Such an approach has the merit of opening the way to the replication of the approach in other departments such as Ministries responsible for matters including poverty reduction, Health, Education, Labour or others. The Work Plan, which is drafted by the consultant team (only two consultants, one specialized in gender issues, one specialized in participatory approaches), is reviewed by participants and approved by the Management of the organization. A follow-up process takes place two months after the participatory diagnosis and the drafting of the Work Plan. In the case of Paraguay, the process took place from September 10 to 26. The IASPN representative, and the OAS representative in Paraguay and both Ministers responsible of the Social Action Department and the Women Ministry were present at the opening. One representative of the CIM is set to be part of the closing event. On September 22 and 23, I had the opportunity to attend various participatory sessions with different groups of personnel of the SAS. Overall, 48 were present in the session that I attended, with a gender balance favoring women in a proportion of 68%. Among the subjects discussed were the institutional and cultural impediments limiting the possibility of applying a gender perspective and the possible options to address those factors. The following elements were suggested for future action:

- i) The need of a Gender Policy that would guide the discourse and action of the institution;
- ii) Such policy should be complemented by an Action Plan which could include the following:

- a. The need for gender awareness and training for the technical staff;
 - b. The use of statistical data available to measure the situation of men and women in the context of poverty and social protection programs;
 - c. The need to consider gender issues in the design of social programs;
 - d. The need to include gender issues in the planning of projects (objectives, activities and budget);
 - e. The need to establish monitoring and evaluation systems based on gender disaggregated data.
- iii) The Action Plan could include an awareness campaign at the local level to address problems such as violence in the families and abuse of children (often young girls).

Based on the information provided by the two consultants, the GPA supported by the IASPN had already permitted complementary activities. In the case of Guatemala the SEFREM (Secretaria Presidencial para la Mujer) had already undertaken replication activities with the Ministry of Social Development and with the Ministry of Health. In the case of Uruguay the Mechanism responsible for gender issues (InMujeres) had established a national gender action plan called “Plan de Igualdad de Oportunidades”.

The discussion with the PGA consultants also underscored the importance of close collaboration between the IASPN and the CIM to ensure that appropriate policy dialogue, planning and follow-up of the PGA take place. Among other options, the possibility of undertaking sub-regional workshops (Central America, Caribbean, Andean Region and South Cone) to train trainers (in such case the participants would come from the institution responsible for gender and women issues; the fact that the level of awareness and capacities vary a lot from one country to another obliges differentiated approaches with less intensity in countries where capacities are greater (Uruguay) and a more active approach where capacities are more limited (Paraguay)

A surprising result from the online survey is that 48.7% of the participants did not consider that the gender issue did apply to whatever activity they have been involved in regarding social protection in the Americas, and 16.2% considered that the IASPN did not contribute to streamline the gender perspective. In the qualitative responses provided, some indicated that the IASPN activities help them target vulnerable groups among other women, one participant indicating that the gender perspective should be taken under consideration based on a cross-cutting approach.

Question 9: Do you consider that the IASPN project activities have contributed to better streamline gender perspective in the context of social protection in your country and/or the region?			
Very much contributed (%)	Somehow contributed (%)	Did not contribute significantly (%)	Does not apply (%)
5.4	29.7	16.2	48.7

Source: online survey, September 15 to 23, 2014

As a final point, we wish to highlight the importance for the OAS-IASPN to adopt for itself a mainstreaming, cross-cutting approach to the gender perspective. This would mean applying, at four levels according to the format proposed in this report: i) Gender policy dialogue, ii) South-South cooperation on gender issues, iii) Participatory Gender Assessment processes to strengthen social protection departments, iv) Sharing of experience on the gender perspective IASPN Web-page.

Overall, we consider that the IASPN complied with its requirement regarding this component of its mandate by identifying three social development ministries interested in undertaking a social audit, in this case baptized Gender Participatory Assessment (GPA), by assisting in the elaboration of three action plans regarding gender issues, and undertaking follow-up activities. This last aspect of the mandate was on-going at the time of the Rapid Assessment. However, there are indications, (the fact that 48.7% of the respondents to the on-line survey did not

considered that the IASPN activity they had been involved in had contributed to streamline the gender perspective in their country or the region), that the gender perspective was not considered as a cross-cutting issue. This may require adjustments by the project team.

3.4 Sustainability

The sustainability criterion was defined as “The continuation of benefits from a capacity-building intervention after the training has been executed.” (OECD-DAC, 2002). It was to be analyzed at two levels. First, we raised the question of the sustainability of the outcomes in the behavioral changes of the participants. The success regarding sustainability is in good part a function of the “absorptive capacity” of the partner organizations and policy commitment. Also, the financial sustainability of the project and activities was to be assessed.

Continuation of the IASPN

The IASPN is not limited to a financial project. It is a mechanism created by the OAS Members States to facilitate the exchange of information and experience regarding social protection. It will continue once the project is terminated. The question is: At what level of resources and to undertake which activities?

The complementary approaches that the IASPN has undertaken should provide more probability that the result of the activities will last over time. In the case of the IASPN the approach is deliberately geared toward accompanying the “trainees” before, during and after the face-to-face sessions in order to maintain the momentum and give more opportunities for the training delivered by responding to real needs, and to provide follow-up through on-line activities. In this case the IASPN Web page and the face-to-face training complement and reinforce each other: the Webpage helps put the participants in contact and get prepared for the training, while the face-to-face activities stimulate the participant to become active users of the Web page.

Institutional Strengthening

Most respondents to the online survey considered that the IASPN activities have contributed to strengthen their institution either very much (36.4% or some changes took place (42.4)

Sustainability		
Question 10: Would you consider that the IASPN project activities have contributed to strengthening your department/institution regarding social protection activities?		
Yes, very much (%)	Yes, some changes took place (%)	No changes took place (%)
36.4	42.4	21.2
Question 11: Do you consider that the results and changes linked with the IASPN project activities regarding social protection will be sustainable or will be lasting in your organization?		
Yes, very sustainable (%)	Sustainable (%)	Not really sustainable (%)
25.0	53.1	21.9

Online survey, September 15 to 23, 2014

However, this question can only be answered by looking at each of the various components of the project:

- i) **Participation to the IASPN Web Platform:** the participation in an IASPN webinar more a sensitization activity than an institutional strengtheningone; however, when the connection through the network is preliminary to a workshop and/or complementary to it, its potential as institutional strengthening is increased;

- ii) **Social protection Diploma:** the fact of providing training to a few social protection professionals contributes in a very limited way to the strengthening of social protection institutions. Taking the case of Paraguay and Uruguay, where social protection departments may have 400 to 500 people, the professionalization of a few officials will certainly have limited impact. It is only overtime, when the IASPN would have provided training to a critical mass of professionals, that institutional outcomes could be considered.
- iii) **South-South Cooperation-Study Tours:** a visit to Chile by a delegation from Trinidad and Tobago to study the homeless programs, or a visit to St-Kitts and Nevis by a delegation from Jamaica certainly responds to a specific need and may contribute to the strengthening of the institution. It was not possible in the context of this RA to analyze all activities to measure their results.
- iv) **Multidimensional Poverty Index:** the workshops organized in collaboration with the OPHI and the Colombian Department of Social Prosperity, can certainly have a direct impact on strengthening the research capacity of the participant countries. During the workshop in Colombia on the subject (September 17-19, 2014) it was said that a team of four or five well-trained professionals could manage the implementation of the Multidimensional Poverty Index (MPI). This was the case for the team from Costa Rica and Dominican Republic, two countries which had recently signed an agreement with the OPHI to implement the MPI.
- v) **Gender Participatory Assessments (GPA):** the methodology put in place by the IASPN requires that the participants themselves assess their own institution regarding the mainstreaming of the gender perspective, detect gaps and elaborate a strategy that could help face the challenges ahead. In this case the political will of the institution involved is as important as the technical capacity of the professional involved.

Overall, the respondents to the online survey indicated that the sustainability of the activities they have been involved into was rather high. Generally speaking, the respondents to the survey are quite positive regarding the outcomes/effects of the IASPN project activity on social protection in their country or in the region. They consider that the IASPN activities have already (54.6% or will have in a close future 45.4%) a positive effect on their institution.

Question 7: Do you consider that the IASPN project activities have or will have a positive effect in reinforcing your institution in terms of policies, practices, systems and approaches?	
	(%)
It has already had a positive effect in strengthening my institution	54.6
It may have positive effect on my institution in the short future	45.4
I do not expect the project to have a positive effect on my institution	0.0

Source: Online survey, undertaken September 15 to 23, 2014

Among the limitations that the online survey mention as impediments to a more sustainable effect in their institution or country, we can mention: i) Regulations in my organization (absence of legislative framework, obsolete administrative structure, etc.), ii) Outdated laws and regulations that would need to be updated, iii) Absence of support (more people should be involved in the knowledge-sharing), iv) Technology and tools (some do not have access to a computer for webinars).

Financial Sustainability

The TORs specifically require that this Rapid Assessment address the issue of “financial sustainability”, meaning “the continuation of the activities once the project is terminated”. A three-year grant can obviously only have limited sustainability. However, we present under the criteria of Coordination, various contributions made by various

national, regional and international organizations which could raise the potential for sustainability of the IASPN interventions.

Overall, the issue of sustainability varies from one component to another. Generally speaking, it is recognized that the scope of the IASPN should be broadened and that activities (workshops, seminars, training, and study tours) should be multiplied to reach a critical mass of beneficiaries and have a better chance of being more sustainable. Also, when there is a policy commitment (GPA, MPI, etc.), this increases the chance of improving the potential for sustainability. Follow-up to all activities is a key to ensure that the participants, be they individuals or institutions, pursue learning and knowledge sharing within their working environment.

Various strategies were found to be able to maximize the financial sustainability. Among others we can mention:

- i) **Contribution of the host countries:** The host countries would assume a bigger part of the costs of the activities than normal. In this type of event the host countries would usually free its own personnel for the organization, would provide facilities (room and equipment) for the meeting and the local authorities would inaugurate the event. In the case of IASPN, the host countries be they Chile (Social Protection Diploma), Colombia (Multidimensional Poverty Index), or the Bahamas (Cooperation) to name a few, have also provided experts to make presentations, prepare materials, provide follow up reports and in certain cases invite neighboring countries (Colombia inviting Ecuador) at their own cost;
- ii) **Partnering with other international organizations:** the OAS/SEDI/IASPN team established inter-institutional cooperation arrangements aimed at sharing the cost. For example, to name a case that we have directly observed, the arrangement with the OPHI (Oxford Poverty and Human Index Research Centre) provided technical assistance in the workshops on the Multidimensional Poverty Index that the IASPN has undertaken. The well-known and highly regarded organization attended workshops, provided technical support and follow-up and charged no professional fees based on the fact that the IASPN was covering the cost of the travel expenses such as UNICEF and others.

3.5 Coordination

The issue of coordination was considered by the project as a pillar of the IASPN interventions and a target in terms of objectives, but was not set as a category of activities to be implemented. Quite rightly, interventions undertaken by the DESD in the area of social protection prior to the implementation of this project, demonstrated the importance for “better coordination and cooperation” among the organizations participating in the process, to increase the outcomes and effects of social protection and poverty reduction interventions.

The assessment of this criterion was to be based both on the opinion of the participants but also on concrete examples of collaboration. The coordination aspect was looked at within countries and among countries of the region. The issue of coordination was also analyzed regarding the collaboration within the OAS including the DESD, and other regional organizations. The IASPN (or RIPS) WEB platform was reviewed as a mechanism to promote exchange of information, knowledge and experience for social protection actors in the region. The issue of ownership by the Latin-American organizations was considered.

The online survey indicates that, for over 55 % of the participants in the IASPN project (between 56 and 64%), activities have helped improve collaboration within their own institution (60%), with other public institutions (56%), with regional organizations (58%) and with international organizations (64%). They generally consider that the IASPN platform was highly needed in the region and breaks a pattern of isolation which is often the tendency among public institutions. The IASPN also gives access to “highly qualified” technical experts which would not be available otherwise. “It helps keep in touch with the most advanced methodologies and thinking” on social protection in the region. They consider the IASPN Web Platform more as a tool to learn about other projects (88.3%) and communicate with colleagues of the area (74.2%). They consider that the IASPN provides a space

for collaboration that did not exist before. Also, they provide examples of programs (micro-finance, for example) that have been revamped as a result of their participation in a seminar on the subject.

As indicated in the document “Innovation and Interchange: Social Protection in practice” (OAS-SEDI, 2012), the OAS through its Secretariat for Integral Development (SEDI) supports and facilitates efforts of cooperation among Latin American countries and countries of the Caribbean at three levels: i) through the high level policy dialogue, ii) through multilateral cooperation, iii) and collaborative networks, among the latter, the IASPN.

Collaboration with the OPHI: a success story

The Oxford Poverty and Human Development Initiative is located at the University of Oxford in England but has development of network of resources and research collaborators around the world. The OPHI is very active in Latin America a region that is recognized as the most active in the world in applying the Multi-dimensional Poverty Index, which is one of the flagship products that the OPHI promotes.

In 2012, the RIPS0 project team invited, technical experts of the OPHI to act as resource persons for its sessions on measuring multidimensional poverty that took place in 2012-2013. This started our relationship with them. Following the first contact the OPHI and IASPN then collaborated in various forms: inviting OPHI to be a guest lecturer in the Diploma course in Spanish, inviting the OPHI Peer Network in July 2012, which initiated the demand of several Latin-American countries interested in the Colombian experience which later ended up in the partnership for the workshop in 2014.

At the Colombia workshop on Multidimensional poverty that took place in Bogota September 17-18-19, 2014, the OPHI advisors acted as resource persons, given that the Colombian Department for Social Prosperity and the Administrative National Department for Statistics and the National Agency for the Reduction of Poverty were acting themselves as presenters, lecturers. The workshop with a total of 24 participants from six different Latin American countries (Costa Rica, Ecuador, Honduras, Paraguay, Dominican Republic and Uruguay) reviewed how the multidimensional poverty index was applied in the case of Colombia and also how it could serve not only to measure poverty, but also as a tool to assess the effectiveness of social and poverty reductions programs.

Over and above the collaboration within the context of workshops, RIPS0 also supported the OPHI in its effort to promote the MPI in the Americas. In concrete, protocols of agreements were signed between the government of Costa Rica, Honduras and Dominican Republic to put in place the MPI in those countries.

Interview with OPHI representative, Bogota, Colombia, September 2014

Annex VIII presents the list of contributions made by various entities. It would be too cumbersome to analyze all of these contributions. This is in our view a great achievement of the IASPN team of having been able to convince and attract such a diversity of organizations with such a level of contribution. We would like to highlight the variety of institutions involved in the listing in Annex VIII and underline some characteristics of their contributions:

- **Bilateral governmental contribution:** US Department of State (USDOS) and limited contribution of EUROSOCIAL. Regrettably, other international bilateral or multi-country agencies do not appear in the list of the contributors.
- **Contribution from OAS member states:** among the list (Belize, Jamaica, St-Kitts, Chile and Colombia). We would like to emphasize the role of Colombia which played the role of a supplier (or donor) sharing its experience and contributing to the strengthening of other countries technical capacities.
- **International UN Organizations:** ECLAC, ILO, UNICEF, UNFPA, UNDP, W.B. Their contribution, although not financial, provided to the IASPN the necessary credibility that makes it a respected player. Unfortunately, the IDB is not in the list.
- **Academic institutions:** Catholic University of Chile (PUC), University of West Indies (UWI), Oxford Poverty and Human Development Initiative (OPHI). Their contributions have been mostly technical, but

the fact that they do not require payment of fees for the professionals' time involved constitutes a factor of importance for the financial sustainability of their interventions. FLACSO could be in the list.

One of the Peer Reviewers had underscored the issue of Ownership of the IASPN. Multiple examples of various types of support provided by national, sub-regional and regional organizations we can conclude that the degree of ownership of the IASPN initiative is very high given the number of countries involved, the number of countries that have contributed, and the number of regional institutions that have supported the initiative. Based on the on-line survey, we can conclude that the respondents considered that the IASPN help them improve collaboration and information sharing at all levels including their own organizations, other national organizations, regional and international organizations.

Question 14: Do you consider that the IASPN project activities (Training, virtual platform, cooperation activities, and others) have contributed to improve collaboration regarding social protection activities within your organizations or with other organizations involved in social protection?				
	Highly improved collaboration (%)	Improved collaboration (%)	Collaboration did not improve (%)	I don't know/ It does not apply (%)
Within my organization	12.5	46.9	9.4	31.3
With other public sector institutions	12.5	43.8	12.5	31.2
With regional organizations	12.5	46.9	12.5	28.1
With international organizations	16.1	48.3	3.3	32.3

Online survey, September 15 to 23, 2014

Now, that the OAS-SEDI-DESD-IASPN is entering into a new phase, the timing may be appropriate to get financial contributions from other international bilateral and multilateral organizations in order to diversify the source of its funding and therefore provide a more solid base for its sustainability.

The Case of Colombia as a supplier of South-South cooperation

Colombia has been fully involved in the project, not so much as a 'beneficiary' of the project, but as a supplier of funds and services for the other countries in the region. The meeting on Social Protection and South-South Cooperation that took place in Sana Marta in 2012 was supported financially (72%) by the Agency Presidential de Cooperation (APCI).

The Agency was established in 2012 by the President of Colombia, to contribute to the sharing of experience and knowledge in the region of the Americas and elsewhere. Therefore, the APCI also contributed to the realization of two workshops based on their own experience regarding the Multidimensional Poverty Index in collaboration with the Oxford Poverty and Human Development Initiative (OPHI) in 2013 and 2014.

Source: IASPN Quarterly Reports and APCI interviews in Bogota, September 19, 2014

3.6 Project Approach and Design

The TORs required that this RA review the "project approach and design" defined as: "The degree to which a development intervention or development partner operates according to specific criteria/standards/ guidelines" (Performance: OECD DAC 2002). Under this criterion we analyzed how the project activities were administered

and if its methodology (selection of participants, establishment of networks, etc.) worked. The use of “the best practices”, known in the area of capacity-building and behavioral changes in order to achieve the objectives of “improved social protection practices”, has been analyzed. Among the characteristics of the approach adopted by the IASPN project we can mention:

- i) The events were structured to promote interchange before, during and after: such an approach had the effect of reinforcing the growing community of practices;
- ii) Broad spectrum of public policies and programs were considered;
- iii) South-South Cooperation: abandoning the traditional aid-oriented approach “without imposing a model”;
- iv) Using on site and on-line tools which complement each other;
- v) Dialogue at technical levels between peers: practitioners can learn from each other’s matching supply and demands;
- vi) Institutional capacity-building through training and technical assistance;
- vii) Taking into account the political, Institutional, social and cultural context;
- viii) A more technical focus with an emphasis on concrete results;
- ix) Promoting institutional policy commitments (MPI, PGA).

When comparing the IASPN project to others of the OAS and elsewhere regarding the approach of ‘capacity-building’, we find out that the IASPN is much more comprehensive and encompassing and has a much more chance of strengthening the institutional capacities of Social Protection Departments in the Americas.

The online survey participants considered that the IASPN project activities have been either very well-conceived (25.8%) or well-conceived (61.3%). A total of 67.9% stated they did not consider that the IASPN activities could or should have been undertaken differently. Among the qualitative comments made on the project design and approach, the participants mentioned: i) The very collaborative approach of the network activities, ii) Taking local context into consideration iii) the possibility of sharing experiences, iv) the practical nature of the approaches. As suggestions for the future, the participants mentioned: i) More localized country activities, ii) Work on the greater alignment of the donors in the area of social protection in the Caribbean, iii) Training (Diploma) should be geared toward institutional strengthening, iv) The IASPN has to take into account the time limitation of social protection practitioners.

Project Design

We have highlighted, on several occasions, the unfortunate inconsistencies in the project design based on the two key documents (the Project Profile of the OAS and the Grant Agreement with the USDOS) which provide the “logic model” of the IASPN activities.

The problem lies in the fact that both documents utilize different formulations for the goal and objectives, different categorization for activities, results and indicators, which led to complications and weaknesses in the monitoring and evaluation approach and system of the project. All quarterly reports, an important element and source for this RA, were based on “activities”.

Above all, not having set “outcomes results” at the beginning of the project weakened the monitoring and evaluation process. Required to undertake a “Rapid Assessment” within twenty calendar days, it was not possible to reformulate the project logic model weaknesses after the fact. This is something that can only be done in close collaboration with the project team through a participatory process. As a lesson for the future, the project team should ensure consistency between the various project approval documents, and provide clear outputs and outcomes indicators that will serve a base for the monitoring and evaluation of the project. It is even more important to establish a common base of information for the project when there are various financial contributors.

Follow-up of activities and replications

One of the most redundant theme that has been raised in our interviews and reading is the need for follow-up activities to ensure that action takes place. This has certainly been the case for the website platform as we have seen and the south-south cooperation activities. In the case of the distance-learning (Diploma) academic review and focus groups have taken place. However, a striking data is that a great proportion of the participants to all of those activities have not pursued the sharing of information with colleagues.

Question 6: Following the IASPN project activities, have you changed your practices regarding social protection?					
	Daily (%)	Often (%)	Sometimes (%)	Rarely (%)	Never (%)
Have you shared your knowledge acquired with your co-workers /colleagues?	2.8	5.6	27.8	50.0	13.9
How often do you apply the theoretical knowledge you acquired during the workshop?	5.9	5.9	29.4	52.9	8.8
How often do you apply the practical knowledge you acquired during the workshop?	6.3	6.3	25.0	53.1	9.4
How often do you refer to the material received during the workshop (presentations/hand-outs)?	5.9	8.8	44.1	35.3	5.9

Source: Online Survey undertaken from September 15 to 23, 2014

These data may justify some reflection on the part of the project team. Various factors have been mentioned in the responses, including the policy environment, absence of support, technical limitations, etc..

Project components and approaches

The IASPN project in the current format has seven different components. All these components are very legitimate when one intends to assist the OAS member countries in their effort to fight against poverty. However, given limited resources, the IASPN could have undertaken a different approach to reduce the number of activities while achieving similar or even leveraged results. The proposed framework below integrates the various components into a matrix system. Within such a system, four elements would constitute “means of intervention” (the IASPN Tool Box), while the other elements would constitute the areas of application.

Components-Levels of interventions	Potential Social Protection Areas of Application			
	Specific themes: universalization/ targeting	Gender perspective	Measuring Poverty	Monitoring and evaluation of social policies
1. Forum for Policy Dialogue	VI Summit of the Americas			
2. Forum for South-South Cooperation	Workshop in Santa Marta and Barbados		Workshop in Santa Marta and Barbados	
3. Strengthening Social Protection Human Resources and Institutions	Diploma (PUC-UWI)	Gender Participatory Assessment	Multidimensional poverty Index	Multidimensional poverty Index

4. Web Platform for Knowledge-sharing	Distance-learning Webinars			
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Therefore, this would mean that if the IASPN was receiving new resources to continue the project, the four means to develop its programmatic interventions would comprise: i) Social Protection Policy Dialogue ii) Social Protection South-South Cooperation, iii) Strengthening of human and institutional capacities, iv) Web knowledge-sharing platform. These means could be part of the permanent toolbox of the IASPN.

Further, they would be applied to different areas of activities, for example: i) Universalization versus targeting, ii) Gender perspective, iii) Measuring poverty and, iv) Monitoring and Evaluation which could become the areas of application. These are just examples. The specific areas of application should come from the Social Development Commission. But if and when the IASPN decided to pick a theme such as “the gender perspective within the social protection area”, then it would apply to all four levels: i) First by initiating a policy dialogue on the issue, ii) Second by facilitating south-south cooperation iii) Third by providing human resources and institutional strengthening and iv) Fourth by sharing information and knowledge on the issue on the web platform.

The cohesiveness and potentially the sustainability of project activities could be reinforced by applying such matrix approach. This matrix system could also serve to establish annual or multi-year plans, for example: i) year one and two: Universalization/targeting, ii) year two and three: Gender perspective, iii) year three: Measuring poverty, iv) years one-two-three and four: Monitoring and evaluation of social policies.

The benefit of using such an approach would be to ensure more robust and sustainable interventions. Training would then not be done in isolation, but based on policy commitment (like in the case of MPI and GPA), South-South cooperation, HRD & institutional strengthening perspective and a platform for information sharing, all of these contributing to reinforce one-another. The IASPN could decide to pick only one area of application, but if it does it should do it by using the four different means of intervention.

3.7 Efficiency

The TORs also required that the criteria of “efficiency” be looked at. The OECD-DAC definition was retained: “A measure of how economically resources/inputs (funds, expertise, time etc.) are converted to results”. The RA analyzed the use of financial, technical expertise and time, based on the number of participants, training package, schedule and budgets. The sources of information for this component were mainly the document review of quarterly reports, and the interviews with the OAS-DESD Managers.

The resources allocated for this initiative are extremely limited when you consider the scope of the problems and issues at stake and the needs that exist for more support to social protection programs in the region. The IASPN can count on only one officer with a permanent status at the OAS, which is literally insufficient to carry out operations efficiently and effectively.

When looking at all the commitments and statements that the OAS has made over the years and the scarcity of resources, there is a huge discrepancy that needs to be reflected on. If the OAS and its partners, where to “walk the talk” this could only mean an important influx of resources for the social protection area.

Financially, the amount provided was used in a very effective way to get the best results. The IASPN team had to make miracles to ensure that activities would take place at the least possible cost. In certain cases targets were exceeded thanks to the creativity of the IASPN team. Unfortunately, the twelve-page budget included in the USDOS Grant Agreement based on categories of spending (Travel, Equipment, Supplies, Technical Experts, and

others such as printing, meeting support services) rather than by activities or components of the project (like Distance learning, Social protection cooperation, Gender audits, etc.) would have made it very difficult and time consuming to calculate the cost-efficiency of the various components of the project.

Regional Project

The IASPN project is obviously a broad, encompassing, regional project and it is unfortunate and problematic in terms of management to exclude certain countries of the region. In the Grant Agreement –Federal Assistance Award (number: S-MAQM-11-GR-079) on section 3 page 5 it is specified “These funds may not be used to the benefit of Argentina, Cuba or Colombia, consistent with applicable restriction on this FY2010 Economic Support Fund assistance to those countries”. We can understand the exclusion of Cuba, which is not a member of the OAS, but have difficulty understanding the exclusion of Argentina and Colombia which can be contributors, as Colombia was, of expertise that other countries of the region can benefit from. Apparently, other countries were added to the list.

It is also difficult to determine what is meant by “these funds may not be used to benefit”. How can we determine or impede a social protection professional from Colombia or Argentina to access the IASPN website or to participate in a regional event. If an activity is organized in Colombia, paid by the government of Colombia, then Colombian participants may “benefit”, although there is no cost for the IASPN. This could also limit the potential of effectiveness of the project given that one of the main approaches of IASPN interventions are built partly on the supply and the demand available in the region.

Monitoring and Evaluation

The IASPN team provided the quarterly reports which included details of project progress and up-coming activities. Those reports provided a fair reflection of the activities taking place and supported by the USDOS Grant however, they represented only partially the IASPN activities, some of which were not financially supported by the grant. At some point, this may have created difficulties for the Project Manager to establish a fine line between one and the other.

In future interventions, the format of the quarterly reports could be adjusted to facilitate their review, including mainly activities regarding the period covered by the report. In order to assess the quality and usefulness of its activities the IASPN team has also undertaken ‘focus group discussions’ and peer reviews. This was the case after the first and the second diplomas, for which focus groups and peer reviews were undertaken. Also, in the case of online activities, the IASPN team has undertaken a series of focus groups and a survey related to the Website. Both were used to adjust and improve the services and tools provided through the IASPN website. This constitutes an excellent ‘best practice’ in terms of monitoring.

Impact Evaluation?

Regarding the required impact evaluation, in the ‘Grant Agreement’, we must consider this suggestion to be extremely difficult to implement. The regional nature of the program, including activities in numerous countries with very different situations regarding social protection, the diversity of the activities including policy dialogue, online knowledge sharing, training activities, gender participatory assessment, etc., are among the factors affecting the complexity of an impact evaluation.

“Impact evaluation” means “measuring how the ultimate beneficiary have been affected positively or negatively by the project interventions”. The project description says ‘that the goal of the IASPN is “To facilitate political, technical dialogue and capacity-building and sharing of best practices regarding social protection in OAS member states.” The project will work to facilitate broader cooperation on social protection through the Western Hemisphere, “which will promote reduced inequality and lead to more equitable economic growth and greater

social and economic opportunities for all citizen in the Americas.” In this case this would mean, measuring how people living in situation of poverty in the Americas have benefited from the project activities.

The establishment of an attribution between the funds invested, the activities, the direct beneficiaries (mostly the professionals involved in social protection programs) and the poor people in their respective countries would not be feasible. With an intervention of USD\$ 1.5 to 2.25 M, including the OAS contribution, the claim of having an impact on the socio-economic conditions of any country is unrealistic. The scarcity of the resources and spread of the interventions make it impossible. We just cannot conceive a methodology, based on experimental design (with comparison groups before and after the project and control groups), or semi-experimental design that could have been undertaken realistically within the time and resources available. Establishing a baseline in the various countries regarding the various areas of activities would not be feasible.

Working in Spanish and English

The requirement to work both in Spanish and English is mentioned in the Project Profile and Grant Agreement under the need to prepare a Social Protection Diploma first in Spanish then in English and the IASPN team delivered on it. However, the need to work both in Spanish and English, although it is a practice at the OAS given the regional nature of the organization, comes with a very high cost on the time and energy needed by the project team in a project like the IASPN. Correspondence, official letters of invitation, Web site, bulletins, research documents, project reports, and methodology guides (Gender Participatory Assessment-DiagnosticoParticipativo de Genero), workshop agendas, etc.

Some difference between English speaking and Spanish-speaking countries in the Americas

As indicated earlier, we considered that the data available did not permit to undertake a comparative analysis of the participation to and benefits of the project regarding the various countries and sub-regions of the Americas. Nevertheless, the on-line survey which was undertaken separately but with the same questions and time-frame in English and in Spanish provided some interesting results. When comparing the results of the online survey between the English-speaking respondents (mostly from the Caribbean and Belize) and Spanish-speaking respondents (mostly from Central including Mexico and South-America) we found many discrepancies. For examples:

- 95.7% of the Hispanics said to have used the IASPN website various times while it is the case in only 61.9% of the time for Anglophones.
- 50% of the Anglophones have said to have never used the webinars or participated in virtual forum, while only 8% of the Hispanic said so.
- The Hispanics indicated with much more frequency, limitations regarding the application of the knowledge acquired (62.5% regulations, 87.5% absence of support, 50% absence of incentive) while in the case of the Anglophones such proportion was much lower (regulations 22.2%, absence of support 33.3%, absence of incentive 11.1%).
- More Anglophones are skeptical or negative about the changes taking place (31.5) in their organization as a result of IASPN activities compared to 11.8% for the Hispanics.
- Only 12.5% of the Hispanics did not considered the IASPN web platform as a tool to communicate with colleagues in other countries while 40% of the Anglophones thought so.

We do not have the sufficient base of information to analyze such a challenge, but it is an issue that the IASPN should keep in mind when preparing its final report or when planning future interventions.

4. Conclusions, Lessons and recommendations

4.1 Conclusions

Overall, can we conclude that the IASPN project reached the objectives “to facilitate the exchange of experience and knowledge transfer on social protection among Member States” (as in the Project Profile) and “to facilitate political, technical dialogue, capacity-building and sharing of best practices regarding social protection in OAS member states, and facilitate broader cooperation throughout the Western Hemisphere” (as in the Grant Agreement)? We can respond positively. The documents reviewed, the semi-structured interviews and online survey indicated that the IASPN is playing a “unique role” in strengthening social protection professionals and institutions in many areas such as policy dialogue regarding social protection, South-South cooperation, and learning about social protection programs in the Americas based on a comparative approach, measuring multidimensional poverty and streamlining the gender perspective in various Members States.

Now, did it contribute “to promote reduced inequality and foster more equitable economic growth and greater economic opportunities for all citizens of the Americas” (as stated in the Scope of work of the Grant Agreement)? It would be difficult to answer. It may have “promoted the reduction of inequality”, but to profess it did “reduce inequalities” would be exaggerated.

In conclusion, the IASPN project can be considered as a very relevant and effective set of interventions, highly-needed given the social, economic and governance context of the region. It responds to the requirements of the OAS General Assembly, Summits of Head of States and Authorities involved in social protection in the Americas, and the Social Charter of the Americas. The IASPN, through its web-platform and capacity-building activities, plays a unique role in the region. The South-South cooperation approach and the Participatory Gender Assessment methodologies adopted by the IASPN build on the existing capacities in the region and offer needed and appropriate opportunities to improve the capacity of the professional and stakeholders from the public, private and civil society involved in social protection and poverty reduction in the region.

The project had set very ambitious objectives and targets. Most were achieved despite a tight time-frame considering the issues at stake and the very nature of the collaborative approach that the OAS/DESD has set as a pillar for its interventions. The gender perspective, considered initially as one of the seven areas of interventions could become a cross-cutting issue with multiple implications for the various components of the project. Unfortunately, the issue of sustainability of the project and its results are hampered by the limitations in terms of time duration of the interventions undertaken by the project and the limitations of the financing.

4.2 Lessons

The following lessons have been drawn from the document review, the semi-structured interviews with participants and resources, and from the online survey. Unfortunately it is not possible to have a universal definition of what is called lessons learned, but for the sake of this report we will call “lessons learned”, “a practice or a set of practices, positive or negative, which are based on experience and which should or should not be replicated to ensure the success of potential future interventions in the same field of activities and/or similar interventions.”

- **Social protection and poverty reduction can only be tackled by long lasting interventions:** experience has shown that poverty and social inequalities are long lasting phenomena often passed from one generation to another. Getting out of poverty can face challenges that only long terms interventions can respond to. The World Bank statistics shows that poverty has been reduced in the last decade, with different levels of success in the Americas. More decades maybe required to drastically address the issue.

- **Social protection and poverty reduction require multi-sector approaches:** the new approaches to tackle poverty go much beyond the income distribution activities. The South-South cooperation dialogues undertaken in Latin America and the Caribbean have shown the variety of social protection programs providing the ground for potential cooperation. It requires interventions in multiple sectors including education, health, housing, housing services, etc. Multi-sectorial activities targeting women, children and youth can also be considered. The Multi-dimensional Poverty Index intends to provide a way of measuring the multidimensional aspects of poverty and exclusion.
- **Effectiveness of social protection and poverty reduction interventions often depends of the collaboration of multiple actors.** Given that multi-sector interventions are needed to address poverty issues, this would normally imply collaboration among various entities involved in social and economic issues at the local, community, municipal or national levels. Collaboration should not be established only in the regional and sub-regional levels, but also at the national and sub-national levels. Networking practices must become part of the toolbox of social protection practitioners.
- **Political will and technical capacity must go hand in hand:** as showed by the Participatory Gender Assessment (PGA) and the Multidimensional Poverty Index (MPI) both political will and technical capacity are needed to move an agenda ahead. In Colombia, the technical teams that were the most enthusiastic about the workshop were those of Costa Rica and the Dominican Republic, two countries where the authorities had recently signed an agreement to put in place the MPI. In Guatemala, two countries, Uruguay and Paraguay, had volunteered to be part of the PGA and therefore motivated to take advantage of the IASPN methodology. Unfortunately, the opposite is also true. Where there is no policy commitment and intervention such as training there may not be institutional or lasting effects.
- **Distance-learning:** in the case of the Diploma, many participants have indicated the high value of the theory presented during the face to face part of the program. However many have insisted that, there could have been a better balance of the time used to include space to share experience e among participating countries. Also, the theme of gender as cross-cutting and interculturalism (especially related to social programs regarding indigenous people) could have been included.
- **The gender perspective must be taken in consideration in all aspects as a cross-cutting issue** of the social protection and poverty strategies to be mainstreamed. Poverty and social protection can hardly be addressed without addressing women and family issues. It is often in the context of the family, where women play an important and active role, especially regarding children, that solutions to poverty and inequalities can best work. Therefore, this implies that the gender perspective must be taken in consideration in most interventions as cross-cutting issue.
- **Face-to-face activities reinforce the interest and outcomes of distance-learning** and remote information and electronic systems. The IASPN experience, as indicated in the focus groups undertaken by the IASPN team but also from other experiences in the field of capacity-building, shows that the online activities have limited attraction and impact if not complemented by face-to-face activities. The IASPN experience shows that face-to-face and on-line activities can complement each other and reinforce the ultimate results of the interventions.
- **South-South cooperation building on local capacities increases the efficiency, effectiveness and sustainability of interventions.** According to the experience gained, the “countries and practitioners involved in social protection can learn from each other’s” (see the Workshop on Social Policy and

International Cooperation, Bogota, October-November 2012). Moreover, south-south cooperation can also cost less due to the use of local resources and above all, it may have greater impact given that the experiences shown and shared will have more chance of resembling the one of the participants, given the similarities in the existing situations.

Also, we could extract some lessons from the qualitative responses to the on-line survey, among other we can mention: i) Despite the excellent work of the IASPN work to date, the social protection agenda requires more knowledge-sharing activities to make a real difference on the ground, ii) Work regarding knowledge-sharing activities and collaboration at the sub-regional level (Eastern Caribbean, Central America, Andean region, etc.) could increase the level of relevance of the activities; iii) If the programs were prepared and shared earlier, it would be easier for social practitioners to plan and adjust their agenda and participation in IASPN activities iv) The area of monitoring and evaluation of social protection program should receive more attention to improve the quality and results achieved. v) Poverty is becoming more and more a rural agenda in the region given difference between the rural and urban indicators and data; vi) Human rights should be a consideration when discussing social protection, vii) To be successful, social protection could also address the issue of social promotion (income related activities).

Testimonies from participants to the distance-learning (Diploma) on social protection.

- “To combine the virtual and the face-to-face is very good. The Catholic University of Chile brings credibility to the Diploma. Academically it is very good”.
- “This experience (Social Protection Diploma), has been highly beneficial for me and it constitutes a great contribution to help improve social development programs in my country (Honduras). “There should be more civil servants from my country who should attend the program”
- “In my Department, we are undertaking monitoring and evaluation of infrastructures but we do not have very clear guidance regarding the evaluation of the social parte. This is very important in all our programs (240 social programs) and we need to apply standard methodology in order to assess if we are reaching goals”.
- “Being in the program (Diploma), gave the opportunity to apply the theory in practical terms given that in my country (El Salvador) we are in the process of designing a universal protection system.”
- “One theme that is very important to us, is the transversal issue of gender equity which unfortunately was not included in the topics of the course, nor in the practical exercises. Also, the theme of intercultural work which is important regarding indigenous communities, was not included in the program. This is not a cliché, it is our reality, and this is why social protection in Latin America is different compared to Europe or United States”.
- “Unfortunately, the conceptual program was so loaded that we were too busy, to share our experience and that of other colleagues from other countries, and debates the issues that we are facing in our institutions and programs. Having more time for discussions, exchanges and debate would have helped.”
- “In my country, there is time difference with Chile, where the facilitators were located, so most often we had not enough time for the online activities. Also, we had problems to download and print the documents. The IASPN Platform have a lot of windows so sometimes we could get confused.”
- “This program should be undertaken in my country (Dominican Republic) so there could be more civil servants attending to it”.

Source: Sistematización Focus-Group con Alumnos del Diplomado en Protección Social para las Américas 18-20 de enero de 2012, IASPN, 9 pages. Selection and translation of excerpts done by the Author of this Report.

4.3 Recommendations

These recommendations address the key strategic issues of the project. Many lessons previously presented could also become recommendations. Please note that the following recommendations have been reviewed by the Peer Reviewers and have been discussed with the IASPN team and the OAS Department for Planning and Evaluation in Washington at the time of the presentation of the preliminary findings on September 30, 2014.

Among the suggestions made as a result of these discussion were the following: i) To provide indications on how the RA came to the conclusions and make the link between those and the recommendations. ii) To stress the fact that the project had not set outcomes indicators, therefore making it was difficult to monitor and evaluate at that level iii) That more recommendations should address the “project design” to help the project team to prepare a future project profile; iv) That the recommendations regarding internal matters be directed to the OAS (General Secretariat) and not only to one Department, as the recommendation may imply the participation of various departments; v) That more details be provided regarding the Matrix approach and its implications.

Therefore it is recommended:

Please note that a paragraph precedes each recommendation to provide the context and rationale for each of the recommendations and that a paragraph of suggestions follows to provide more details and potential actions to be undertaken regarding each recommendation.

1. Relevance: The activities and role of the IASPN to facilitate policy and technical dialogue on social protection in the Americas has been judged very positively and it became clear that this is where the OAS has a comparative advantage. Unfortunately, the non-implementation of the Social Development Committee meetings in recent years limits the policy support and guidance that the IASPN requires. This is even more important since the Social Charter of the Americas has been adopted meanwhile, which may require that policy and strategic guidance deriving from the Charter be discussed.

Rec-1. That the OAS takes all means to provide to the IASPN the necessary political support through the various OAS Committees and uses its political leverage to move ahead on concrete actions and mobilize resources commensurate with the commitment made by adopting the Social Charter of the Americas, although it is recognized that the Charter go much beyond the IASPN mandate.

Suggestions: Among others, the OAS should urge the current triumvirate (Brazil, Mexico and Barbados) to call the III and IV meetings of Ministers and Authorities responsible for Social Development in the Americas, to discuss the follow-up to be given the Social Charter of the Americas, and provide guidance to the IASPN for its future activities.

2. Effectiveness: This Rapid Assessment judged very positively the activities undertaken by the IASPN to contribute to the objectives set at the outset of the project, although it was difficult to measure the results at the outcomes levels given that the entire project had been formulated based on activities. Nevertheless, our assessment is that these activities, although successful, may not have had the long-lasting effects at the institutional levels that could be expected. This was probably due to the potential dispersion of the activities in too many areas of intervention.

Rec-2. That the OAS considers various scenarios for the continuation of the IASPN initiative, to ensure the focus of strategic interventions that would take into account the comparative advantage of the OAS by ensuring the connection between social protection policies and institutional and technical capacities.

Suggestions: Although the poverty reduction and social protection agendas are broad encompassing areas, the IASPN should consider focusing on the most strategic areas of activities. The matrix approach recommended (see below) should help establish such strategic agenda. By concentrating its activities on fewer themes, the IASPN could apply its toolbox of means of intervention to reach more sustainable results.

3. Sustainability: The IASPN is more than a project. It is a mechanism created for the exchange and sharing of experience and to strengthen expertise related to social protection in the Americas. It does not belong to any donor or any specific institutions other than the OAS and its members States. Therefore, it should be seen and managed as a “program” with a long-term perspective in mind and avoid having its team rushing between

quarterly reports for its financing and reporting. This would imply greater core funding from the OAS and a greater diversity of financing from external sources. By increasing the scope of its interventions the IASPN could reach a critical mass of participants and institutions which would provide longer-term sustainability.

Rec-3. That the OAS considers the possibility of broadening the scope of the IASPN in order to transform it from a short-term project to a long-term sustainable program.

Suggestions: By adopting at least a five-year approach and by providing the IASPN additional human, technical and financial resources (see below) the OAS would contribute to create a critical mass of social policies, institutional capacities and cooperation activities that would contribute to their sustainability.

4. Gender perspective: The Terms of reference of this Rapid Appraisal requested assessing the gender perspective as a cross-cutting issue. We found out that the gender perspective was in fact considered as cross-cutting (“transversalización”, in Spanish), but only within a specific component of the project and that the Gender Participatory Assessment (GPA) was a very successful methodology applied in three countries. Also, we were surprised to find out that almost half of the participants (48.7%) who responded to the online survey considered that the “gender perspective” did not apply to the IASPN activities they had been involved with and therefore did not apply to the mainstreaming of the gender perspective in the context of social protection in their country or the region. The IASPN should therefore reconsider its approach and apply a gender perspective not only within a component but all aspects of its interventions.

Rec-4: Given the importance of the gender issues in the context of social protection programs, that the OAS pursue and strengthen its collaboration with the CIM and ensure that the gender perspective be a cross-cutting issue within the IASPN activities.

Suggestions: The gender perspective could also be considered as an important dimension of the distance-learning course as one of the topics. In order to facilitate the replication and multiplier effects, the Gender Participatory Assessment methodology could be undertaken through sub-regional workshops involving both Social Development Department and the Institutions responsible for women issue in a various countries of the sub-regions (Caribbean, Central America, South Cone, Andean countries).

5. Coordination: The collaboration of the IASPN team with numerous international, regional, national and academic institutions can be considered a great achievement. However, except in the case of the USDOS, the Colombian Agency for Presidential International Cooperation, and some academic institutions (PUC, UWI, and OPHI), such collaboration did not necessarily turn out into co-financing. If it did, the IASPN did not account for any of these contributions.

Rec-5. That the IASPN team continue working in collaboration with international, regional, sub-regional and national institutions from the public and academic sectors and consider formalizing such collaboration in order to enter in co-financing arrangements including in-kind contribution.

Suggestions: To avoid establishing a “bureaucratic system” for such co-financing mechanisms, the IASPN team could consider a system to report on it based on ratio costs or cost per unit (so much per technical assistance or training day, so much per participant per day, etc.). This would also contribute to put in better perspective the diversity of the support that the IASPN benefits from.

6. Project Approach and Design: The project design took into account a great number of good practices including the South-South cooperation, the gender participatory assessment, the complementarity of on-line and face-to-face learning and training, the iterative approach for the monitoring and review, etc. However, we have underscored on many occasions the unfortunate inconsistencies in the project design based on the two key

documents (the Project Profile of the OAS and the Grant Agreement with the USDOS) which provide the “logic model” of the IASPN activities.

Rec-6 That, when approving a project or signing a Grant Agreement, the OAS ensure that its formulation of the overall goal, including specific objectives, targets, indicators, expected outcomes, etc., be consistent to permit that effective monitoring and evaluation systems be put in place to measure progress and results.

Suggestions: The IASPN project team and OAS should ensure consistency between the various project approval documents and provide clear outputs and outcomes indicators that will serve a basis for the monitoring and evaluation of the project. It is even more important to establish a common base of information for the project, when there are various financial contributors. In order to ensure continuous feedback, the IASPN team could consider hiring an external professional responsible for the monitoring of activities and results, which would set the ground for much more solid monitoring and evaluation system.

7 Efficiency: It has been mentioned on a number of occasions in the course of this RA, that we considered an imbalance between the level and number and variety of activities undertaken and the human, technical and financial resources available. The OAS should dedicate the appropriate level of resources which, in our view need to be seriously increased given the importance of the issues at stake.

Rec-7 That the OAS takes the means to strengthen the IASPN team in terms of human, technical and financial resources based on a more flexible funding approach and monitoring system.

Suggestions: That the IASPN team be strengthened at minimum by the appointment of human resources dedicated to the various components of the program (Policy dialogue, South-south cooperation, strengthening of social protection human resources and institutions, and knowledge management through the activities related to the IASPN web Platform)

8. Reorganization of work project structure: At first sight, we considered that the IASP project was very ambitious in the number and variety of activities that it was undertaking. Analyzing it more closely, we found out that most if not all the activities were relevant, although they were quite labor intensive, therefore requiring major time and efforts of the scarce human resources available. Such “dispersion” may have affected the sustainability of the interventions. Reorganizing the work structure may help contribute to “rationalize” the work done and improve its overall efficiency and effectiveness.

Rec-8. That the IASPN reorganizes its project design by establishing a matrix approach based on four program components (Policy dialogue, South-South cooperation, social protection professionalization and knowledge-sharing network and platform) while applying these means of interventions to various cross-cutting themes (gender perspective, public-private partnership, measuring and monitoring social policies and poverty).

Suggestions: We consider it beyond the mandate of the Rapid Assessment to determine in which area of application the project should invest more efforts in the future. This is the role of the OAS authorities jointly with the Social Development Commission. In the course of this report we have provided some indications, but what is recommended is that, whatever the area of activities the OAS decides to invest into, the IASPN should do with its entire tool box (Policy dialogue, South-South cooperation, human and institutional strengthening and a platform for sharing information and experiences).

Annex I: Calendar of Activities

Activities	Tentative deadlines
Phase I: RA planning	
Contract signature	September 10, 2014
Transfer of documentation in electronic format	September 11, 2014
Review of the Draft Work Plan by Peer Review	September 11, 2014
Presentation of the draft RA Work Plan	September 12, 2014
Approval of the Draft RA Work Plan by the OAS-DESD	September 12, 2014
Phase II: Data-gathering	
Document review of Quarterly Reports	September 10-11-12, 2014
Preparation of On-line survey (Questionnaires and lists)	September 10-11-12, 2014
Interviews with trainers and resources-persons	September 10-11-12, 2014
On-line survey with stakeholders from the 34 OAS Member States.	September 12 to 19, 2014
Preparation of site visits	September 15, 2014
Visit in Colombia: Observation, trainer, participants and stakeholders interviews	September 16-20, 2014
Visit in Paraguay: Observation, trainer, participants and stakeholders interviews	September 21-24, 2014
Phase III: Analysis and Reporting	
Compilation of data from various sources and triangulation	September 24-25, 2014
Drafting of the Preliminary RA Progress Report	September 24-25, 2014
RA Progress Report presented to the OAS-DESD	September 26, 2014
Review of the Draft Report by Peer Reviewers	September 27-28, 2014
Review of the Draft Report by OAS-DESD	September 29-30, 2014
Preparation of the Power Point Presentation of the main findings	September 29, 2014
Presentation in Washington of the PPP	September 30, 2014
Issuance of Final Report	September 30, 2014

AnnexII:List of Documents reviewed

1.1 OAS/SEDI/DESD Project profile and monitoring reports (27 documents-252 pages):

- “Project Profile” issued by the OAS General Secretariat, Project Evaluation Committee, (Code: SID1112), estimated duration three years, not dated although it is mentioned that the project will cover the period from September 2011 to September 2014, 16 pages.
- US Department of State Grant for the OAS entitled “Inter-American Social Protection Network” (number S-L-MAQM-11-GR-079, dated September 24, 2011, 30 pages.
- OAS/DESD: Quarterly Narrative Report, FY12, Quarter 1, January 27, 2012 by Francisco Pilotti, 11 pages
- OAS/DESD: Quarterly Narrative Report, FY12, Quarter 2, April 30, 2012, Francisco Pilotti, 10 pages
- OAS/DESD: Quarterly Narrative Report, FY12, Quarter 3, 31 October 2012, Francisco Pilotti, 13 pages
- OAS/DESD: Quarterly Narrative Report, FY12, Quarter 4, 22 January 2013, Alexandra Barrantes, DSDE, 14 pages
- OAS/DESD: Quarterly Narrative Report, FY13, Quarter 1, April 23, 2013, Alexandra Barrantes, DSDE, 14 pages
- OAS/DESD: Quarterly Narrative Report, FY13, Quarter 3, July 31, 2013, Alexandra Barrantes, DESD, 17 pages
- OAS/DESD: Quarterly Narrative Report, FY14, Quarter 1, January 2014, Alexandra Barrantes, DESD, 24 pages
- OAS/DESD: Quarterly Narrative Report, FY14, Quarter 2, April 28, 2014, Alexandra Barrantes, DESD, 18 pages
- OAS/DESD: Quarterly Narrative Report, FY14, Quarter 3, July 30, 2014, Alexandra Barrantes, DESD, 18 pages
- Growth of the Mailing List, as August 10, 2013, QED, OAS, 5 pages
- Monthly Review Session Memorandum, September 2013, OAS/IASPN, Knowledge Portal Phase II, QED, 2 pages
- Monthly Review Session Memorandum, July 2013, OAS/IASPN, Knowledge Portal Phase II, QED, 2 pages
- Content Management Plan, OAS/IASPN Knowledge Portal Phase II, not dated, 2 pages
- IASPN Engagement Strategy-Phase II, OAS/IASPN Knowledge Portal Phase II, not dated, 8 pages
- IASPN Grant Extension Plan: Reprogramming and prospective plan of funds execution: Working Document, not dated, 3 pages,
- Grant SLMAQM-11-GR-079/IASPN, Exchange of E-Mail correspondence with USDOS, September 2012, 4 pages
- IASPN Campaigns Analysis, August 2013, 7 pages
- Focus Group Analysis, OAS/IASPN knowledge Portal Phase II, QED, not dated, 7 pages
- Building knowledge Sharing and Learning Support Services, OAS/IASPN, Knowledge Portal Phase II, Deliverable 10, QED, not dated, 4 pages
- Monthly Review Session Memorandum, October 2013, 2 pages
- IASPN Engagement Strategy: Phase 2, OAS/IASPN, Knowledge Portal Phase II, Deliverable 7, QED, January 2014, 13 pages
- Bilingual Strategic Communication Advisory Services, OAS/IASPN, Knowledge Portal Phase II, Deliverable 11, QED, not dated, 2 pages
- Final Report, OAS/IASPN, Knowledge Portal Phase II, Deliverable 12, QED, not dated, 5 pages
- Session on Lessons learned in KM for Inter-American Virtual Communities, OAS/IASPN, Knowledge Portal Phase II, Deliverable 13, QED, June 2014, 2 pages
- Inter-American Social Protection Network (IASPN): Knowledge Exchange Report, 4 pages

1.2 Publications of the Inter-American Social Protection Network (21 documents-392 pages)

- Resumen Ejecutivo Misión De Trinidad y Tobago, No 12/2012, OAS/IASPN, Agosto 2012, 10 pages
 - Trinidad Tobago Study Tour on Program for Homeless, August 2012, OAS/IASPN, 5 pages
 - Avances y Retos de la Política Social: Seminario Internacional. 8-9 de Noviembre 2012, Sub-Secretaria de Prospectiva, Planeación y Evaluación, Gobierno Federal, México, Noviembre 2012, 5 pages
 - Partnership for the OAS Social Development Agenda, A Working Paper-Draft, OAS/IASPN, not dated, 7 pages
 - Taller Índices de Pobreza Multidimensional: Buenas Practicas y Lecciones Aprendidas de Colombia, México y Uruguay, Bogota Colombia, 18-19 de Septiembre 2013, 7 pages
 - Superando las barreras a la inclusión financiera: re-conociendo a la demanda y replanteando la oferta, Gabriela Zapata Alvarez, Julio 2013, 4 pages
 - Actividades de cooperación de la Red Interamericana de Protección Social (RIPSO), Informe de Mision de Intercambio, Gabriela Zapata, 4 pages
 - Foro Internacional : Inclusión Financiera-Nuevas Herramientas para superar la pobreza, 13 de Junio de 2013, Santiago de Chile, Agenda de Actividades, 5 pages
 - Inter-American Social Protección Dialogue, General Statistics, July 2013, IASPD, 10 pages
 - Third Caribbean Workshop on Social Protection, and International Cooperation, Country Program, not dated, 3 pages
 - Building Opportunities for Our Social Transformation (BOOST), List of activities, 2013, 14 pages
 - Third Caribbean Workshop on Social Protection and International Cooperation, Workshop Methodology, IASPN, not dated, 3 pages
 - Minuta de Reunión, Diplomado de Protección Social para la Américas, OEA, 20 de Agosto, 2013, Centro de Políticas Publicas, UC, 4 pages
 - El Rol de los Pisos de Protección Social en los Sistemas Integrales de Seguridad Social en América y el Caribe, Agenda Provisional, 26-27 Agosto 2013, 2 pages
 - Sharing Social Protection in the Caribbean, , Power Point Presentation IASPN not dated, 9 pages
 - Manual de Dialogo Participativo, OAS/SEDI/DESD, (notdated) 53 pages
 - Diagnostico Participativo, IASPN/CIM, notdated, 5 pages,
 - Partnership for Financial Inclusion : A Catalyst for Inclusive Growth, On Line Activity Package, April 2014, 6 pages
 - Member Survey of the IASPN Knowledge Portal, Feedback Survey Results and Analysis, OAS IASPN Knowledge portal phase II *Deliverable 3: Feedback Survey Results and Analysis*, not dated, 151 pages
 - Innovation and Interchange: social protection in practices, Workshop on Social Protection and International Cooperation, The Challenges of Social Protection Development Ministries and the IASPN, Santa Marta, Colombia, October 31 t November2, 2012, OAS/IASPN, 106 pages
 - Diploma Course on Social Protection for the Americas, IASPN, OAS, not dated, 9 pages
- **1.3 Other Publications:**
- Do we know, what works? A Systematic Review of Impact Evaluations of Social Programs in Latin America and the Caribbean , César Patricio Bouillon Luis Tejerina , 2006, IDB Annual Meeting Belo Horizonte, Minas Gerais, Brazil April 1, 2006 ,

Annex III: Project Logic model according to the Project Approval Documents

This summary is based on the OAS Project Profile (code: SID1112) and the Federal Assistance Award: Grant Agreement: S-LMAQM-11-GR-079.

1. Goal or General Objective of the Project	
<p>“To contribute towards the strengthening of capacity of social protection programs in OAS Member States” (according to the Project Profile)</p> <p>.”To promote reduced inequality and tend to more equitable economic growth and greater social and economic opportunities for all citizens of the Americas (from the Grant Agreement)</p>	
2. Purpose or Specific Objectives of the Project	
<p>“To facilitate the exchange of experiences and knowledge transfer on social protection among Member States”. (according to the Project Profile)</p> <p>’To facilitate political, technical dialogue, capacity building and sharing social protection in OAS member states and work to facilitate broaden collaboration on social protection throughout the Western Hemisphere” (from the Grant Agreement).</p>	
3. Identification of the Beneficiaries	
Direct beneficiaries	Indirect Beneficiaries
<p>Member State’s social policy institutions</p> <p>Member State’s social policy decision makers</p> <p>Social Protection professionals in the 34 members States of the OAS(from the Project Profile)</p> <p>Social Protection practitioners throughout the Western Hemisphere (from the Grant Agreement)</p>	<p>Beneficiaries of national poverty reduction programs.(from the Project Profile)</p> <p>All citizens of the Americas (from the Grant Agreement)</p>
4. Activities as in the Grant Agreement	4. Expected Results as in the OAS Project Profile
<ul style="list-style-type: none"> ● Activity 1: IASPN activities and tools promoted and disseminated in high level fora ● Activity 2:Online knowledge and Learning Platform developed and operative ● Activity 3:Distance learning courses on social protection ● Activity 4:Cooperation activities on social protection ● Activity 5:Dialogue and consultations with Civil Society and the Private sector ● Activity 6: Gender Audits in three Ministries of Social Development 	<ul style="list-style-type: none"> ● Result 1: IASPN activities and tools promoted and disseminated; ● Result 2: Online knowledge and Learning Platform developed and operative; ● Result 3: Distance learning courses on social protection delivered and social development staff trained in social protection; ● Result 4: Cooperation activities on social protection delivered; ● Result 5: Dialogue and consultations with Civil Society and the Private sector carried out; ● Result 6: Gender Audits in three Ministries of Social Development carried out;

<ul style="list-style-type: none"> • Activity 7:Final Reporting and Project Monitoring and Evaluation 	<ul style="list-style-type: none"> • Result 7: Final Reporting and Project Monitoring and Evaluation finalized.
6. Estimated Budget	
Grant Agreement:	Contribution of the USDOS:\$1,732,673.00 (USD) Contribution of the OAS/GS: \$668,600
Date of Approval: Date of Termination Duration:	September 2011 September 2014 36 months

Annex IV: Protocol for Semi-Structured Interviews

Rapid Assessment of the Inter-American Social Protection Network Project (IASPN)

Facilitator: Dr. Rémy Beaulieu, Canada

You have been involved in or associated with the **Inter-American Social Protection Network Program (IASPN also known as RIPSO) project**. This is to guide a semi-structured interview that will take place in September 2014. This interview will put the emphasis on the “process” and “outcomes” of the program and various measures to improve it in the future. Here are the general questions that will be discussed.

- **Introduction:** Could you tell us in which activities of the IASPN capacity building project were you involved?
- **Relevance:** do you consider the capacity-building activities of the IASPN project (including the training activities, cooperation initiatives and the web site platform, etc.) relevant to address the main causes of the problems regarding social protection in your country or in the region?
- **Effectiveness:** to what extent has the IASPN project and its capacity-building activities (including the training, cooperation initiatives and the web site platform, etc.) contributed to improve the knowledge, expertise and practices related to social protection?
- **Gender perspective:** do you consider that the IASPN project and its capacity-building activities (including the training activities, cooperation initiatives and the web site platform, etc.) have contributed to streamline the gender perspective in relation to social protection in the region?
- **Sustainability:** do you consider that the IASPN project and its capacity-building activities, (including the training, cooperation initiatives and the web site platform, etc.) have contributed to improve the social protection practices in a sustainable way?
- **Coordination:** do you consider that the IASPN project and its capacity-building activities (including the training, cooperation initiatives and the web site platform, etc.) have contributed to improve collaboration among the most important authorities and stakeholders involved in the social protection area in your country and at the regional level?
- **Project approach and design:** do you consider that the IASPN project and its capacity-building activities (including the training, cooperation initiatives and the web site platform, etc.) were conceived to help acquire new knowledge and skills and adopt new practices in relation to social protection?
- **Efficiency:** do you consider that the IASPN project and its capacity-building activities (including training, cooperation initiatives and the web site platform, etc.) to have achieved the best results regarding given the existing resources (financial/technical/time) in the area of social protection?
- **Lessons:** Would you have any lessons to share regarding the networking and capacity-building activities (including the training, cooperation initiatives and the web site platform, etc.) that the IASPN project should take into account?
- **Recommendations:** Would you have recommendations to formulate on how the IASPN project and its capacity-building activities (including the training, cooperation initiatives and the web site platform, etc.) could contribute to improve social protection practices in your country or in the region?

Annex V: Result of the Online Survey

Identification of activities				
Question 1: Could you indicate in which of the following activities you have been personally involved (you may indicate various activities if it applies)?				
Note: The total percentages may exceed 100 because respondents were allowed to select multiple answers for this question.				
	I have been involved in various occasions (%)	I have been involved once (%)	I have not been involved (%)	
Accessing and using the IASPN Web site	79.6	6.8	13.6	
Participation in Webinar or virtual forum	48.9	24.44	26.7	
Distance learning course on social protection	13.6	34.1	52.3	
Social protection cooperation activities	45.7	32.6	21.7	
Dialogue and consultation among civil society and the private sector	15.0	7.5	77.5	
Gender related training	7.5	7.5	85.0	
Other (please specify)	11.1	7.4	81.5	

Relevance		
Question 2: Do you consider the IASPN project activities (Training, virtual platform, cooperation activities, and others) relevant to improve social protection in your country?		
Highly relevant (%)	Relevant (%)	Not very relevant (%)
60.0	37.8	2.2

Question 3: Which of the following activities have you found most relevant?				
	Highly relevant (%)	Relevant (%)	Not really relevant (%)	Does not apply/ No opinion (%)
1. IASPN concept and other paper	43.9	51.2	4.9	2.4
2. IASPN web site	40.5	50.0	2.4	7.1
3. IASPN webinars and virtual forums	35.9	56.4	5.1	2.6
4. IASPN cooperation activities	50.0	38.6	2.3	9.1
5. IASPN dialogue with civil society & the private sector	19.4	36.1	5.6	38.9
6. Gender assessment and training	25.0	25.0	5.6	44.4

7. Seminar on multidimensional poverty	50.0	27.5	0.0	22.5
8. Other (please indicate):	17.4	21.7	0.0	60.9

Effectiveness

Question 4: From your perspective, do you consider that the IASPN project activities (Training, virtual platform, cooperation activities, and others) have contributed to improve social protection in your country? (34 answers)

Question 5: From your perspective, do you consider that the IASPN project activities have contributed to improve social protection in the region? (35 answers)

Question 6: Following the IASPN project activities, have you changed your practices regarding social protection?

	Daily (%)	Often (%)	Sometimes (%)	Rarely (%)	Never (%)
Have you shared your knowledge acquired with your co-workers /colleagues?	2.8	5.6	27.8	50.0	13.9
How often do you apply the theoretical knowledge you acquired during the workshop?	5.9	5.9	29.4	52.9	8.8
How often do you apply the practical knowledge you acquired during the workshop?	6.3	6.3	25.0	53.1	9.4
How often do you refer to the material received during the workshop (presentations/hand-outs)?	5.9	8.8	44.1	35.3	5.9

Question 7: Do you consider that the IASPN project activities have or will have a positive effect in reinforcing your institution in terms of policies, practices, systems and approaches?

	(%)
It has already had a positive effect in strengthening my institution	54.6
It may have positive effect on my institution in the short future	45.4
I do not expect the project to have a positive effect on my institution	0.0

Question 8: Were there any institutional impediments that have limited your capacity to apply the new knowledge and competencies that you have acquired regarding social protection?

Frequency	More than 10 times	5 to 9 times	1 to 4 times	Not mentioned
Regulations in my organization		X		
Local regulations			X	
Absence of support from superiors	X			
Absence of appropriate tools			X	
Absence of incentives		X		
Absence of collaboration:			X	
Other impediments:		X		

Gender Perspective				
Question 9: Do you consider that the IASPN project activities have contributed to better streamline gender perspective in the context of social protection in your country and/or the region?				
Very much contributed (%)	Somehow contributed (%)	Did not contribute significantly (%)	Does not apply (%)	
5.4	29.7	16.2	48.7	
Sustainability				
Question 10: Would you consider that the IASPN project activities have contributed to strengthening your department/institution regarding social protection activities?				
Yes, very much (%)	Yes, some changes took place (%)	No changes took place (%)		
36.4	42.4	21.2		
Question 11: Do you consider that the results and changes linked with the IASPN project activities regarding social protection will be sustainable or will be lasting in your organization?				
Yes, very sustainable (%)	Sustainable (%)	Not really sustainable (%)		
25.0	53.1	21.9		
Project Approach & Design				
Question 12: Do you consider that the IASPN project activities have been well conceived to help you and your organization improve social protection activities?				
Very well-conceived (%)	Well-conceived (%)	Not well conceived (%)		
25.8	61.3	12.9		
Question 13: Do you consider that the IASPN project activities could have been undertaken differently in order to help you and your organization improve social protection activities?				
Very differently (%)	Differently (%)	Not differently (%)		
3.5	28.6	67.9		
Coordination				
Question 14: Do you consider that the IASPN project activities (Training, virtual platform, cooperation activities, and others) have contributed to improve collaboration regarding social protection activities within your organizations or with other organizations involved in social protection?				
	Highly improved collaboration (%)	Improved collaboration (%)	Collaboration did not improve (%)	I don't know/ It does not apply (%)
Within my organization	12.5	46.9	9.4	31.3
With other public sector institutions	12.5	43.8	12.5	31.2
With regional organizations	12.5	46.9	12.5	28.1
With international organizations	16.1	48.3	3.3	32.3
Question 15: Do you consider that the IASPN virtual platform put in place to strengthen the exchange of experiences among social protection professionals in the Americas is a useful tool? How often do you use it?				

	Very useful - I use it frequently (%)	Somewhat useful - I use it from time to time (%)	Useful - I have used it a few times (%)	Not useful - I do not use it (%)
To learn about other projects	50.0	20.6	17.7	11.7
To communicate with colleagues in other countries	29.0	12.9	32.3	25.8
Other reasons	16.7	25.0	0.0	58.3

Lessons

Question 16: Based on your experience, would you have any lessons regarding the challenges of social protection that the IASPN project should take into account in the future? (21 answers)

Recommendations

Question 17: Would you have any recommendation to make for future capacity-building activities related to social protection for yourself or your colleagues? (19 answers)

Countries from which responses were received:

<u>Countries</u>	<u>Frequency</u>	<u>Countries</u>	<u>Frequency</u>
Antigua & Barbuda	1	Guatemala	1
Argentina	1	Guyana	1
Bahamas	1	Honduras	2
Barbados	3	Panama	1
Belize	2	Paraguay	3
Brazil	1	Peru	1
Chile	2	Saint Kitts & Nevis	1
Colombia	4	Saint Lucia	2
Costa Rica	2	Saint Vincent & the Grenadines	1
El Salvador	1	United States of America	1
Grenada	1	Sub-total number of identified countries	21
		<i>Not specified</i>	18

Annex VI: Rapid Assessment Framework

CRITERIA/Definitions	Sub-questions	Indicators	Source of information
<p>1. Relevance:</p> <p>“The extent to which the objectives of a development intervention are consistent with beneficiaries’ requirements, the countries needs global priorities and partners’ and donors’ policies.” (OECD-DAC, 2002)</p>	<p>i) Relevance in relation to overall objective of the social protection in the region</p> <p>ii) Relevance in relation to the objectives pursued by the DESD of the OAS</p> <p>iii) Relevance in relation to the objectives pursued by the participant countries.</p>	<ul style="list-style-type: none"> • Level of poverty and inequality (gini index) of the various countries in the Americas • OAS/DESD policies and standards • National policies and statistics on social protection and poverty 	<ul style="list-style-type: none"> • International and national background documentation • Semi-structured interviews with resources persons • Roundtables with participants
<p>2. Effectiveness:</p> <p>“The extent to which the development intervention’s objectives have been achieved, or are expected to be achieved, taking into account their relative importance” (OECD-DAC, 2002)</p>	<p>Expected Results:</p> <p>Result 1: IASPN activities and tools promoted and disseminated</p> <p>Result 2: Online Knowledge and learning Platform developed and operative</p>	<p>R-1.1: Information Kit at the VI Summit of the Americas (Colombia 2012)</p> <p>R-1.2 : Informative material in support of the III and IV Meeting of Social Development Ministers and Authorities (2012 Brazil)</p> <p>R-1.3: Informative material in support of the IV Meeting of Social Development Ministers and Authorities (2014)</p> <p>R-1.4 Concept papers</p> <p>R-1.5: Representation of IASP at events</p> <p>R-2.1: IASPN Web site--:i) Migration ii) Tools for discussion forums, iii) On-line library, iv) Events page, v) Community blog, vi) Membership profiles, vii) On-line portfolios, viii) Mobile site prototypes, ix) Train OAS staff.</p> <p>R-2.2: Web site applications: i) Maintain platform, ii) Hosting 3 webinars iii) 3 virtual forums, iv) virtual library, v) membership enrolment.</p>	<ul style="list-style-type: none"> • Post workshop survey and On-line survey • Group discussions with participants • Semi-structured interviews with resources persons • Background documentation on social protection in the region • Project Reports

	<p>Result 3: Distance learning course on social protection</p> <p>Result 4: Cooperation activities on social protection delivered</p> <p>Result 5: Dialogue and consultation with civil society and the private sector carried out</p> <p>Result 6: Gender audits in three Ministries of Social Development carried out</p> <p>Result 7: Final Reporting and project monitoring and evaluation finalized</p>	<p>R-3.1: Two distance education learning courses on social protection in Spanish for 25 students each;</p> <p>R-3.2 Distance learning course evaluation</p> <p>R-3.3: Distance learning course on social protection in English in the Caribbean</p> <p>R-4.1: Develop and maintenance of Social Protection Matrix</p> <p>R-4.2 Organization of third workshop on social protection cooperation</p> <p>R-5.1: One civil society and private sector consultation by Fondation America</p> <p>R-5.2: One civil society and private sector consultation by Inter-American Foundation</p> <p>R-6.1 Identification of 3 Ministries of Social Development</p> <p>R-6.2 Conduct 3 gender audits;</p> <p>R-6.3 : Work Plan for Technical assistance provision to strengthen gender mainstreaming</p> <p>r-6.4 Organize monitoring and follow-up workshops</p> <p>(See also under Gender Perspective)</p> <p>7.1 Monitoring of Project</p> <p>7.2 Evaluation of project</p> <p>7.3 Final Report(See under Efficiency)</p>	
<p>3. Gender perspective:</p> <p>“The extent to which the gender perspective has been considered as part of the project”</p>	<p>i) Balance participation between women and man</p> <p>ii) Gender Audits</p> <p>iii) Gender related training</p>	<ul style="list-style-type: none"> • Number of women participants compared to men • Inclusion of gender among the topics of the course • Implementation of gender audits 	<ul style="list-style-type: none"> • Online survey • Project reports • Semi-structured interviews with the resource-persons

<p>4. Sustainability</p> <p>“The continuation of benefits from a capacity building intervention after the training has been executed” (OECD-DAC, 2002)</p>	<p>i) Sustainability of behavioral changes of participants</p> <p>ii) Absorptive capacity and changes undertaken by social protection organizations</p> <p>iii) Whether social protection is part of new policies, laws or structures put in place.</p>	<ul style="list-style-type: none"> • Number of occasion to apply new knowledge • Example of organizational changes • New plans and strategies by the travel document related organizations 	<ul style="list-style-type: none"> • Online survey • Semi-structured interviews with resource-persons and participants
<p>5. Coordination</p> <p>“The extent to which partners and stakeholders have been fully involved and have collaborated”</p>	<p>i) Better coordination and cooperation and collaboration among the organization involved in social protection</p> <p>ii) Better collaboration between public and private organizations involved in social protection</p>	<ul style="list-style-type: none"> • Number of participation of different organizations in the events (training, committees, etc.) • Evidence of collaboration between various actors from the public, private sectors and civil society. 	<ul style="list-style-type: none"> • On-line survey • Interviews with participants • Semi-structured interviews with the resource-persons
<p>6. Project approach and design:</p> <p>“The extent to which a development intervention or development partner operates according to specific criteria/standards/ guidelines” (Performance: OECD DAC 2002).</p>	<p>i) Appropriate design of training interventions</p> <p>ii) Considerations to capacity building interventions at the institutional levels</p> <p>iii) Considerations given to local context</p>	<ul style="list-style-type: none"> • Conformity with training projects • Conformity with capacity build approaches • Conformity with institutional strengthening interventions 	<ul style="list-style-type: none"> • Literature on the assessment of capacity building interventions • Project documents • Semi-structured Interviews
<p>7. Efficiency</p> <p>“A measure of how economically resources/inputs (funds, expertise, time etc.) are converted to result. “ (OECD-DAC, 2002)</p>	<p>i) Extent to which financial resources are well invested</p> <p>ii) Extent to which technical expertise is used</p> <p>iii) extent to which project is delivered as planned</p> <p>Result 7: Final Reporting and project monitoring and evaluation</p>	<ul style="list-style-type: none"> • Number of participants • Costs per participants per event • Time management and schedule • Reporting requirements <p>R-7.1 Preparation of the Final Report</p> <p>R-7.2 Monitoring and Evaluation of Project</p>	<ul style="list-style-type: none"> • Grant Agreement • Project quarterly reports • Project monitoring reports • Activity Reports

Annex VII: Poverty in Latin America and the Caribbean

Poverty in Latin America :

Source: SEDLAC, 2014

USD-2.5-a-day poverty line

	1992	1998	2003	2011	Change 92-11
	(i)	(ii)	(iii)	(iv)	(iv)-(i)
A. Extended Southern Cone					
Poverty (weighted) (%)	30.5	22.3	24.7	10.7	-19.7
Poverty (unweighted) (%)	17.7	15.3	18.4	8.2	-9.5
Population (million)	209.3	228.7	244.5	266.1	56.8
Number of poor (million)	63.8	51.1	60.5	28.6	-35.2
B. Andean region					
Poverty (weighted) (%)	26.5	25.1	29.4	12.2	-14.3
Poverty (unweighted) (%)	29.2	25.5	31.6	13.2	-16.0
Population (million)	95.5	107.1	116.1	129.6	34.0
Number of poor (million)	25.3	26.9	34.1	15.8	-9.5
C. Central America (*)					
Poverty (weighted) (%)	23.1	27.2	21.4	16.1	-7.0
Poverty (unweighted) (%)	33.3	29.3	28.6	21.6	-11.7
Population (million)	124.0	137.8	147.5	162.6	38.6
Number of poor (million)	28.7	37.5	31.6	26.2	-2.4
Latin America (A+B+C)					
Poverty (weighted) (%)	27.5	24.4	24.8	12.6	-14.8
Poverty (unweighted) (%)	27.8	24.4	26.6	15.5	-12.3
Population (million)	428.8	473.6	508.1	558.3	129.4
Number of poor (million)	117.7	115.4	126.2	70.6	-47.1

(*) Central America includes Mexico and Dominican Republic

Annex VIII: Contributions by Various Partners to the IASPN

Counterpart (Country/Organization)	Activity	Resource/Amount
OAS-General Secretariat	All activities	\$668,600 (USD)
US Department of States	All activities	\$1,732,673.00 (USD)
Pontificia Universidad Católica de Chile	1 st and 2 nd Editions of the Diploma Course on Social Protection for the Americas (2011-2014)	In kind support (design and support).
Government of Colombia - Presidential Agency for International Cooperation-Colombia (APCI), and the Department for Social Prosperity - Colombia (DPS)	Third Workshop on Social Policy and International Cooperation: Challenge for Ministries of Social Development and the Inter-American Social Protection Network (upcoming 2012)	Approximately USD \$55,000 which include: coordination support, participation of 14 international participants from country institutions and 5 sub-regional organization representatives, venue, coffee breaks and lunches, transportation and field trip for all international participants.
ILO	Joint Statement on Social Protection (2012)	In kind support (in drafting and editing).
ECLAC	Joint Statement on Social Protection (2012)	In kind support (in drafting and editing).
FAO	Joint Statement on Social Protection (2012)	In kind support (in drafting and editing).
Governments of Chile, Trinidad & Tobago, Jamaica and St. Kitts and Nevis	IASPN cooperation activities (2012-2014)	In kind support (technical staff and venue).
Agencia Presidencial de Cooperación - APCI Colombia	Workshop on Multidimensional Poverty Indexes: Good Practices and Lessons Learned from Latin America and Europe (2013)	\$34,331.86 (Travel expenses participants, venue, logistics and translation).
Eurosocial II		Exact amount TBD (travel expenses 2 European experts, interpretation).
University of the West Indies	Diploma Course on Social Protection for the Americas (2013-2014)	In kind support (design and support).

OPHI, CIPPEC, CLEAR, ECLAC	2 nd Edition of the Diploma Course on Social Protection for the Americas (2014)	In kind support to review Diploma Modules and as Guest lecturers.
FOSIS/Social Development Ministry of Chile	2 nd Edition of the Diploma Course on Social Protection for the Americas (2014)	In kind support to organize 3 field trips to social programs for Diploma Course Participants.
Jamaica Social Development Agency	IASPN cooperation activity on PATH Program (2014)	Lunches and field trips.
Belize Social Development Agency and UNICEF	IASPN cooperation activity on Boost Program (2014)	Belize and UNICEF covered participation of 9 Caribbean representatives, lunches, coffee breaks and field trip.
PAHO	Joint Statement on Social Protection (2014)	In kind support (in drafting and editing)
ECLAC, UNICEF, ILO, FAO, Instituto Social del MERCOSUR, IPE, IPC-IG/UNDP, World Bank, WFP Strategy	Webinar series Inter-American Social Protection Dialogues (2012-2014)	In kind support (technical staff and social protection resources).
Departamento para la Prosperidad Social (DPS), Colombia and OPHI	Taller “El Índice de Pobreza Multidimensional de Colombia: de la noción multidimensional a la política pública multisectorial” (2014)	DPS covered the venue, lunches, coffee breaks, field trip and local transportation. Also coordination of activity. OPHI (time of 4 technical staff).

Source: OAS-SEDI-DESD, September 2014

AnnexIX: List of IASPN Activities in Chronological Order and Types of Activities

Please note that this list does not include all the activities undertaken by the IASPN but only those implying the direct participation of social protection practitioners of the Latin America and the Caribbean. Are excluded for example Concept papers issuance, administrative activities, and other IASPN activities not falling under the financing of the USDOS.

Dates	Activities	Grant activity #	Place of event	Participating countries	Total number of participants
Activities related to the RIPSO Platform					
August 2012	RIPSO Web Site Migration to IASPN Learning and Sharing Platform	2.1.-2.2.	Not applicable	Not applicable	Not applicable
10/15/2012	IASPD 1: Social Protection and Inter-sectoral Coordination	2.1.-2.2.	IASPN-On line	Argentina, Bolivia, Brasil, Chile, Colombia, Rep. Dominicana, Ecuador, Guatemala, Italy México Panama, Paraguay, USA, Uruguay	40
02/28/2013	IASPD 2: Social Protection from the perspective of the Social Charter of the Americas (in Spanish by the Peruvian Ambassador to the OAS)	2.1.-2.2.	IASPN-On-line	N/A	36
04/18/2013	IASPD 3: Social Protection from the Perspective of the Social Charter (in English by the Dominican Ambassador to the OAS)	2.1.-2.2.	IASPN-On-line	N/A	15
05/17/2013	IASPD 4: Social Protection Systems in Latin America and the Caribbean: the Challenge of inclusion(ECLAC)	2.1.-2.2.	IASPN-On-line	Argentina, Bolivia, Brasil, Chile, Colombia, Dominican Republic, Ecuador, France, Great Britain, Guatemala, Honduras, Haití, Italy, México, Nicaragua, Panama, Perú, Paraguay, USA, Uruguay, Venezuela	124
07/31/2013	IASPD 5: The Social Dimension of the MERCOSUR	2.1.-2.2.	IASPN-On-line	Argentina, Bolivia, Brasil, Chile, Colombia, France, Guatemala, Italia, México, Perú, Paraguay, USA, Uruguay	40
10/22/2013	IASPD 6: Brasil sem Miséria Plan and the Recent Changes in Bolsa Familia	2.1.-2.2.	IASPN-On-line	Argentina, Brasil, Bahamas, Canadá, Chile, Colombia, Costa Rica, Dominica, Ecuador Egypt, Spain, Great Britain, Honduras, Haití, Jamaica, México, Nicaragua, Panama, Perú, Portugal, El Salvador, USA	85
03/20/2014	IASPD 7: Challenges of Social Protection in urban areas (World Bank)	2.1.-2.2.	IASPN-On-line	N/A	53

04/02/2014	IASPD 8: Social Protection in Latin America and its political relevance (ECLAC)	2.1.-2.2.	IASPN-On-line	Argentina, Bolivia Brasil, Chile, Colombia, Costa Rica, Dominican Republic, Spain, France, Guatemala, Honduras, Jamaica, México, Nicaragua, Panama, Perú, Paraguay, El Salvador, USA, Uruguay, Venezuela	102
04/21/2014	IASPD 9: Challenges and lessons learned in Financial Inclusion for Latin America and the Caribbean – Spanish speakers (AFI, CRS, IEP-PC)	2.1.-2.2.	IASPN-On-line	N/A	47
04/23/2014	IASPD 10: Challenges and Lessons Learned about Financial Inclusion in Latin America and the Caribbean (VSL Associates, CFE, Fondation Capital)	2.1.-2.2.	IASPN-On-line	N/A	32
05/23/2014	IASPD 11: Agreements and consensus in the Social Policy sector (ECLAC)	2.1.-2.2.	IASPN-On-line	Argentina, Bolivia, Brazil, Chile, Colombia, Costa Rica, Dominica, Ecuador, France, Guatemala, Honduras, Haití, México, Perú, Paraguay, El Salvador, USA, Uruguay, Venezuela	73
09/03/2014	IASPD 12: Brazil's "CadastroÚnico" (Unified Registry) for social programs and how it works (Ministry of Social Development and Fight Against Hunger, World Bank)	2.1.-2.2.	IASPN-On-line	Argentina, Bolivia, Brazil, Chile, Colombia, Costa Rica, Ecuador, France, Great Britain, Guatemala, Honduras, Haití, Italy, Jamaica, México, Panama, Perú, Paraguay, El Salvador, USA, Venezuela	126
Sub-Total	12 Webinars	Average per activity: 64.4	Approximately 32 countries		773
Activities including workshops-training and visits					
Distance Learning courses					
October 2011- April 2012	Diplomado en Protección Social para las Américas	3.1	Online (mostly) Onsite (2 weeks) in PUC, Santiago de Chile	Bolivia (1), Brasil (2), Chile (1), Costa Rica (1), El Salvador (2), Guatemala (1), Honduras (2), México (2), Paraguay (2), Perú (2) Rep. Dominicana (2) Uruguay (1)	19
March 10- July 2014	Diplomado en Protección Social para las Américas,	3.1	Online (mostly) Onsite (2 weeks) in PUC, Santiago de Chile	Brasil (5) Chile (3), Costa Rica (3), Honduras (1), México (2), Panamá (1), Paraguay (3), Perú (3) Rep. Dominicana (1) Uruguay (4),	28
June 2012	Evaluation of the first Edition of the Diploma Course with PUC	3.2	Santiago de Chile	OAS (3), PUC (7)	10
October 2013-August 2014	Diploma On Social Protection	3.3.	Online (mostly) Onsite (2 weeks) at UWI, MONA Campus	Barbados (1), Dominica (2), Guyana (1), Jamaica (3), St-Lucia (2), St-Vincent (1), Suriname (2), Trinidad and Tobago (2),	14

South-South Cooperation (SSC)					
June 18-22, 2012	Cooperation Activity Jamaica-St Kitts	4.1	Kingston, Jamaica	Belize, Jamaica	N/A
August 8-9-10, 2012	Visit to Chile by the Trinidad & Tobago Delegation on Street children and persons and other social protection programs	4.1	Santiago de Chile	Trinidad & Tobago (3) Chile (20)	23
October 31 to November, 2012	Taller sobre Política Social y Cooperación	4.2	Santa Marta, Colombia	Bolivia (2), Brazil (2), Chile (2), Colombia (17) Costa Rica (2), Ecuador (4) El Salvador (2), Guatemala (2), Honduras (1), Panama (2), Paraguay (3), Perú (4), Uruguay (1) Mecanismos sub-regionales de cooperación (6)	51
September 18-19, 2013	Taller Índices de Pobreza Multidimensional Buenas Practicas y Lecciones Aprendidas	4.1	Bogotá, Colombia	Belice (1), Bolivia (1) Brasil (1) Chile (1), Costa Rica (1), Ecuador (1) El Salvador (1), Guatemala (2), Honduras (1), Rep. Dominicana (1), México (1), Paraguay (1), Uruguay (1), Italia (1) International organizations (22)	38
September 26-27, 2013	Third Caribbean Workshop on Social Protection and Cooperation	4.1	Barbados	Antigua & Barbuda (1) Bahamas (1), Barbados (9), Belize (1), Colombia (1), Dominica (1), Grenada (1), Guyana (1), Jamaica (1), St-Kitts and Nevis (1), St-Lucia (1), St-Vincent & Grenadines (1), Suriname (1), Trinidad and Tobago (1), International Organizations (15)	37
May 13- 15, 2014	Cooperation Activity Belize	4.1	Belize City, Belize	Bahamas, Barbados, Belize, Grenada, St. Kitts & Nevis, St Lucia, St Vincent and the Grenadines, Taiwan, UNICEF, and United Kingdom	63
August 4-5, 2014	Cooperation Activity OPHI - Honduras	4.1	Tegucigalpa	Honduras	40
August 7-8, 2014	Cooperation Activity OPHI –Costa Rica	4.1	San José	Costa Rica	N/A
August 20-22, 2014	Jamaica PATH Horizontal Cooperation Activity	4.1	Kingston, Jamaica	Antigua & Barbuda (1), Bahamas (1), Barbados (1), Dominica (1), St Kitts & Grenadines (1), St-Vincent (1) OAS (1), Jamaica (13)	20
September 17-19, 2014	Multidimensional Poverty Index		Bogota, Colombia	Colombia (8), Costa Rica (5), Ecuador (2), Honduras (3), Paraguay (2), Dominican Republic (5), Uruguay (1) OPHI (2) OEA (2)	30
Public Private Partnerships (PPP)					
June 2013	Cooperation Activity Mexico-Chile (Financial inclusion)	4.1	Chile	Independent expert (1) (Mexican), Chile (20), OAS (1)	22

April 29/30, 2014	Partnerships for Financial Inclusion: A Catalyst for Inclusive Growth	5.1	New York City	US or International Organizations (136) (Latin American organizations (7), OEA (12), Antigua & Barbuda (1), Bahamas (4) Barbados (3), Belize (2), Brazil (1), Chile (1), Colombia (1), Dominica (2), Dominican Republic (3), Grenada (1), Guatemala (1), Guyana (1), Haiti (1) Honduras (1), Jamaica (3), Mexico (2), Paraguay (2), Peru (2), St-Kitts & Nevis (2), St Vincent & Grenadines (1), Suriname (3), Uruguay (1) US/OAS (6)	78
September 19, 2014	IASPN Consultation with non-governmental actors	5.2	Online	Argentina, Chile, Costa Rica, Colombia, Republica Dominicana, Guatemala, México, Nicaragua, USA	15
Gender Participatory Assessment (GPA)					
March 26-April 11, 2014	Diagnostico Participativo de Genero (DPG)	6.1-6-4	Hotel Westin Camino Real de Guatemala	Guatemala MIDES (80) & SEPREM (20) OEA/RIPSO (4)	104
July 2014	Diagnostico Participativo de Genero	6.1-6-4	MIDES Uruguay	Uruguay (12-100) OAS/RIPSO (4)	116
September 09 to 26, 2014	Diagnostico Participativo de Genero	6.1-6.4	Asunción, Paraguay	Paraguay (12+108) OEA/RIPSO (4)	124
Total:	21 activities	Average per activity: 39.6		Approximately 40 countries plus international organizations	832

Source: Alexandra Barrantes, OAS/SEDI/DESD, IASPN, September 26, 2014