

ARTICULATION OF STAKEHOLDERS

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

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

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

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

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

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

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

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



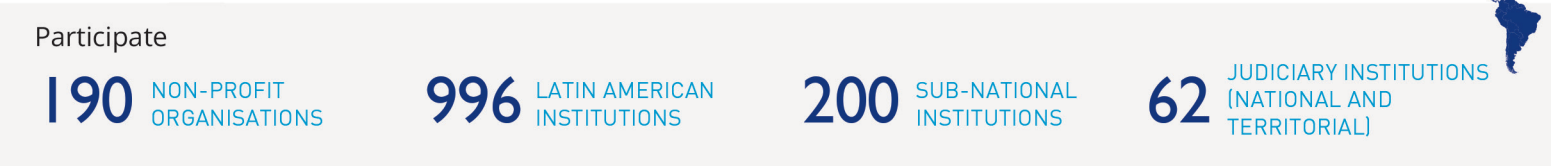
EXPERIENCE INTER-INSTITUTIONAL COORDINATION FOR THE FIGHT AGAINST CORRUPTION IN HONDURAS

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

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

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

IN FIGURES



INTRA-COUNTRY ARTICULATION

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

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

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

ARTICULATION BETWEEN DIFFERENT GOVERNMENT LEVELS

TO ENSURE MULTI-LEVEL GOVERNANCE AND THE TERRITORIALISATION OF POLICIES

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

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

EXPERIENCE

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

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

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

EXPERIENCE

REGIONAL DEVELOPMENT IS A MATTER OF CO- RESPONSABILITIES, MEXICO

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

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

PUBLICATIONS



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

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