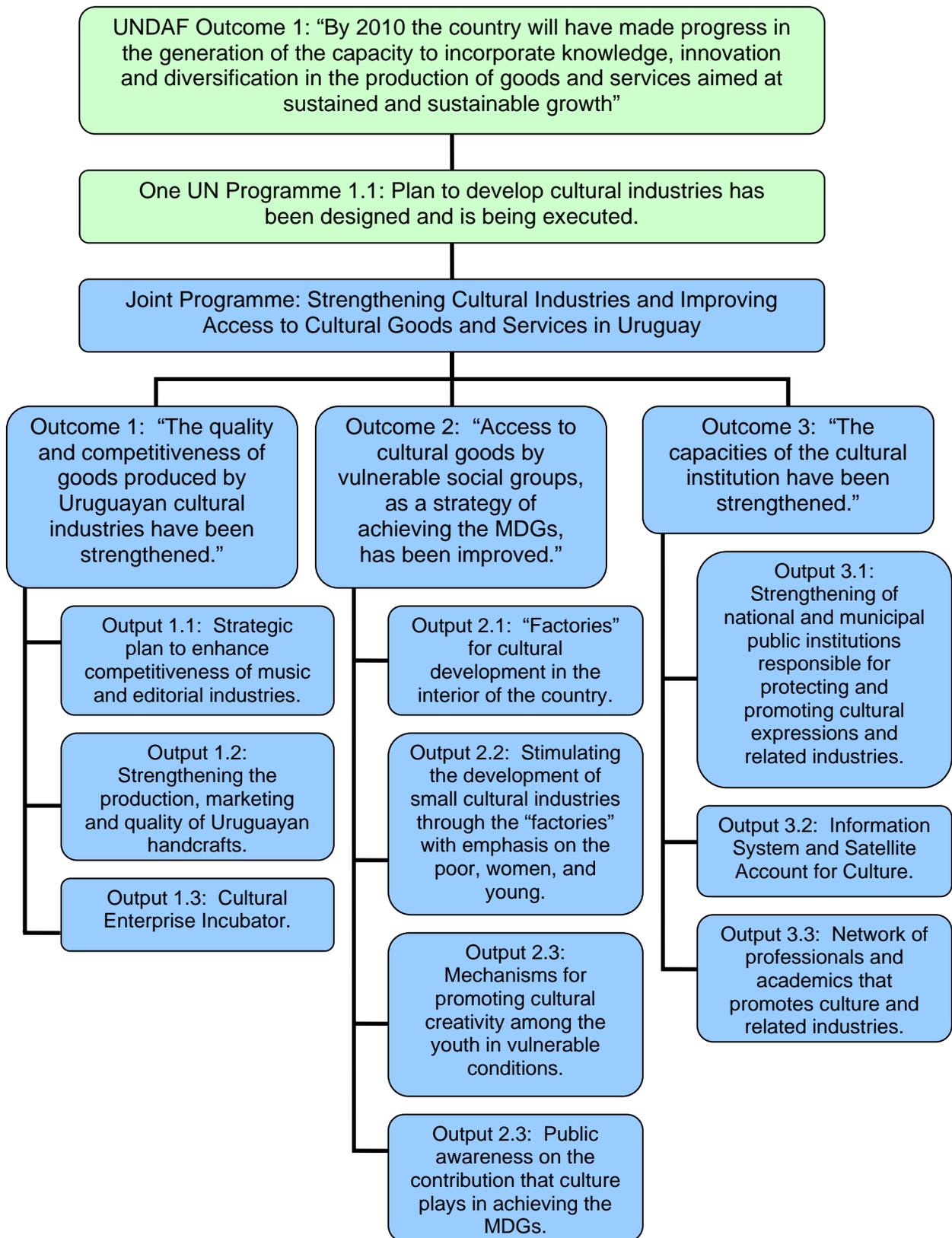


ANNUAL JOINT PROGRAMME PROGRESS REPORT

REPORT COVER PAGE

<p>Date of Submission: Submitted by: Pablo Mandeville United Nations Resident Coordinator in Uruguay</p>	<p>Country and Thematic Window: Uruguay, Culture and Development</p>														
<p>OPAS No.: MDGF-1763 MDTF Atlas Award No: 55173 MDTF Atlas Project No: 67173 Title: Strengthening Cultural Industries and Improving Access to Cultural Goods and Services in Uruguay</p>	<p>Report Number: 1 Reporting Period: 1 Jan.- 31 Dec. 2008 Programme Duration: 3 years</p>														
<p>Participating UN Organizations: UNDP, UNESCO (lead agency), UNFPA, UNICEF, UNIDO, UNIFEM</p>	<p>Implementing Partners: Office of Planning and Budget (OPP) Ministry of Education and Culture (MEC); Directorate of Culture Ministry of Industry, Energy and Mining (MIEM); Directorate of Small Businesses</p>														
<p>Abbreviations and Acronyms:</p> <p>AECID Spanish Agency for Cooperation and International Development CMEU Coordination, Monitoring and Evaluation Unit DaO Delivering as One MEC Ministry of Education and Culture MIEM Ministry of Industry, Energy and Mining OPP Office of Planning and Budget UNS United Nations System RC Resident Coordinator RCO Resident Coordinator's Office</p>	<p>Programme Budget:</p> <table> <tr> <td>UNDP:</td> <td>556,317</td> </tr> <tr> <td>UNESCO:</td> <td>1,166,128</td> </tr> <tr> <td>UNFPA:</td> <td>213,968</td> </tr> <tr> <td>UNICEF:</td> <td>213,968</td> </tr> <tr> <td>UNIDO:</td> <td>1,005,651</td> </tr> <tr> <td>UNIFEM:</td> <td>213,968</td> </tr> <tr> <td>Total:</td> <td>3,370,000</td> </tr> </table>	UNDP:	556,317	UNESCO:	1,166,128	UNFPA:	213,968	UNICEF:	213,968	UNIDO:	1,005,651	UNIFEM:	213,968	Total:	3,370,000
UNDP:	556,317														
UNESCO:	1,166,128														
UNFPA:	213,968														
UNICEF:	213,968														
UNIDO:	1,005,651														
UNIFEM:	213,968														
Total:	3,370,000														

I. PURPOSE



2. RESOURCES

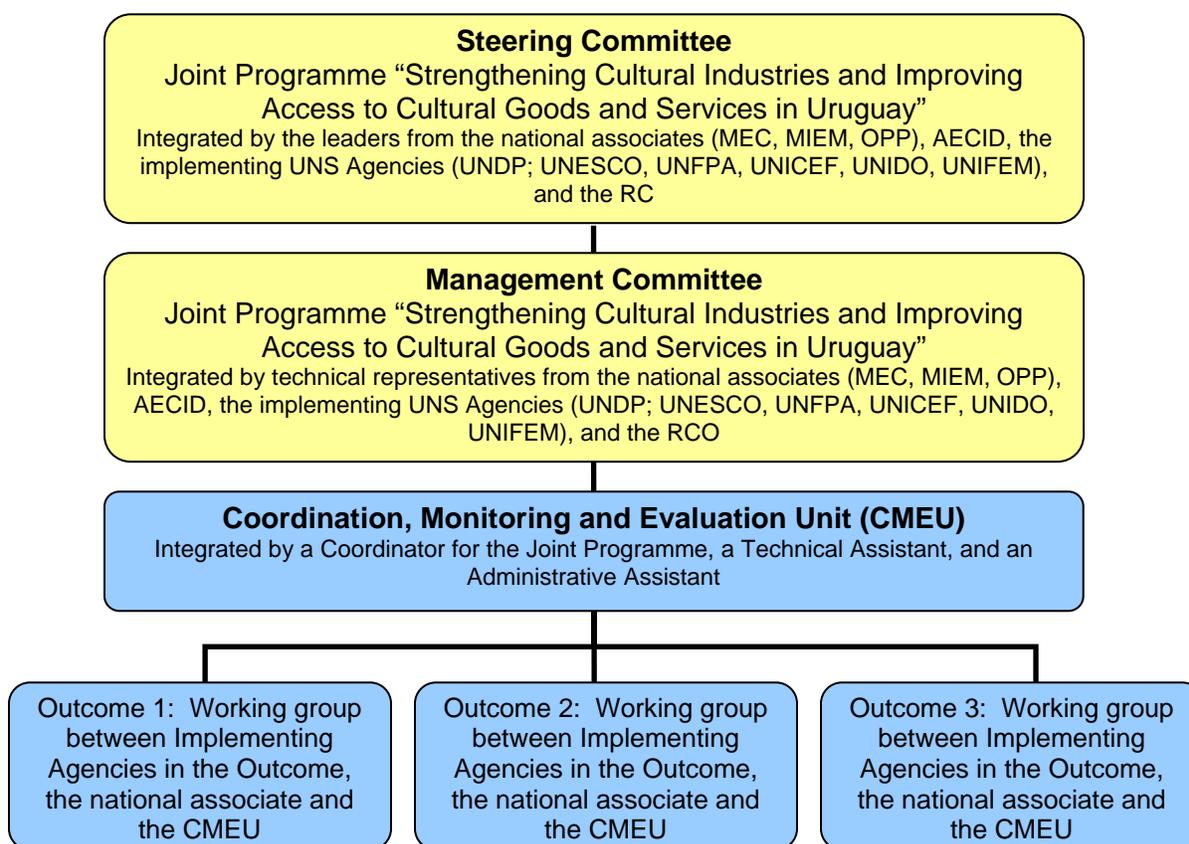
Participating UN Organization(s)	Approved Joint Programme Budget	Funds Received to date
UNDP	556,317	171,735
UNESCO	1,166,128	341,963 *
UNFPA	213,968	67,945
UNICEF	213,968	35,845
UNIDO	1,005,651	273,492
UNIFEM	213,968	68,480
Total:	US\$ 3,370,000	US\$ 959,460

* Includes 20,000 advance.

No budget revisions were made and no additional financial resources were needed to fund the joint programme.

3. IMPLEMENTATION ARRANGEMENTS

3.1 The project has the following implementation mechanisms:



The Steering Committee is integrated by the leaders from the national associates (MEC, MIEM, OPP), AECID, the implementing UNS Agencies (UNDP; UNESCO, UNFPA, UNICEF, UNIDO, UNIFEM), and the RC. It provides strategic guidance to the Joint

Programme. It approves the overall and annual work plans, and it approves the evaluation plan.

The Management Committee is integrated by technical representatives from the national associates (MEC, MIEM, OPP), AECID, the implementing UNS Agencies (UNDP; UNESCO, UNFPA, UNICEF, UNIDO, UNIFEM), and the RCO. The committee performs the following functions:

1. Develops the overall and annual work plans.
2. Establishes the mechanisms for reviewing, overseeing, control, and monitoring of its activities.
3. Provides a space for coordination between the national associates in the implementation and the UNS Agencies.
4. Ensures the timely implementation of the project's activities.
5. Ensures that the Agency responsible for the execution of an activity incorporates the expertise of the other participating Agencies involved in the activity.
6. Manages and is responsible for the development of the Joint Project, monitoring and preparation of reports to achieve the stated objectives.
7. Develop the necessary tasks to assist the CMEU in the development of reports.

The CMEU provides support for the execution of the Joint Project and its activities. The CMEU acts as secretariat for the Management Committee which implies the following:

1. Monitor and follow-up on the implementation of activities of the annual work plans.
2. Convene and follow-up on the decisions made by the Management Committee.
3. Prepare monitoring reports of the project's activities for the Management Committee.
4. Facilitate the joint work and implementation of activities among the Agencies and their respective associates in the implementation according to the planned activities.
5. Contribute to the generation of joint work taking into account the strengths and weaknesses of each participating agency and national associate in the implementation.
6. Prepare plans and instruments for the monitoring and evaluation of the Joint Project based on the information provided by the Agencies and the national associates in the implementation.
7. Provide recommendations to the Management Committee for the entities that would conduct the mid-term review and the external evaluation of the Joint Project.
8. Design a communications and visibility plan for the project.

In addition, since Uruguay is a Delivering as One (DaO) pilot country, there are additional implementation mechanisms that are being used. One of them is the oversight mechanism that the OPP employs on the CMEU (as it does for the other Joint Projects being funded through the Uruguay One UN Coherence Fund). The government sees this project as complementary to the DaO efforts being undertaken.

3.2 The Joint Project has a monitoring system(s) as detailed in the project document. Additional monitoring activities are being carried out by the CMEU, the Leading Agency (UNESCO), and the Management Committee; these activities include: monthly activity report from the CMEU, coordination meetings of the participating UN Agencies to discuss System coherence issues and better practices for the implementation. Lessons learned are being incorporated not only from this Joint Project, but also from the other joint projects being implemented as a DaO pilot experience.

4. RESULTS

This Joint Project was signed in August 2008, and funds were available in September; therefore, for the reporting period, the project only had five months (at most) of execution for the year, and the annual plan incorporated in the document could only be observed for a brief period of time. It is also worth noting that the first couple of months of execution were basically taken up on activities related to the initial organization, hiring the Coordinator, hiring of the CMEU staff, and official kick-off events. Furthermore, the CMEU staff received training on rules, regulations and administrative procedures of the six UN Agencies.

In addition, there was a change in the leadership structure in the National Directorate for Culture of the MEC (the principal national associate in the implementation for this project). This change in leadership also indicated a review of the project by the newly appointed leadership and adjustments were made to the working plan. Although the adjustments were not extensive, these adjustments also resulted in delays in the execution of most of the activities in the project. It is also worthwhile mentioning that the adjustments were made in a joint manner between the MEC, the Management Committee as a whole, and the project's Coordinator. A more focused and coordinated work plan was elaborated that responded to the specific cooperation needs highlighted by the MEC.

It is also important to note that the recruitment processes for all the staff that works in the project were carried out with transparency and through a competitive manner.

Outcome 1: “The quality and competitiveness of goods produced by Uruguayan cultural industries have been strengthened.”

Output 1.1: Strategic plan to enhance competitiveness of music and editorial industries.

The MEC is the national associate in the implementation for this output. The new leadership of the Directorate that oversees this product saw this product as being in-line with the new strategic objectives of the Directorate.

This output had a good level of progress during 2008. Conglomerates in the music and editorial industries were launched. Management groups for the conglomerates were generated in a participative, inclusive, and representative manner. The conglomerates represent enterprises from the entire production chain.

Consultants were hired for both conglomerates, one supports the legal perspective (author's rights, etc.) and the other consultant will incorporate the gender based perspective to the work being performed by the conglomerates. The incorporation of the gender based perspective is a new dimension that other conglomerates in the country did not have in the past. This is a positive contribution from this Join Project.

Facilitators for the construction of networks for the conglomerates were hired. Their participation will invigorate participation from music and editorial producers particularly from social groups that otherwise have not had access to producing cultural goods and services.

The strategic plan work was started by having initial goal setting and planning structure of development of the plan.

Output 1.2: Strengthening the production, marketing and quality of Uruguayan handcrafts.

The Small and Medium Enterprises Directorate from the MIEM oversees this output. This product also was able to be implemented as expected for the few months of execution in 2008 for the Joint Project.

A handcrafts consultant was hired for the development of the global strategic plan for the development of the handcrafts sector. The Small and Medium Enterprises Directorate was strengthened through the technical assistance provided for the development of the work plan for the product, planning for the national seminar with artisans to discuss the strategic plan, workshops to improve design and production of handcrafts, and coordinating the participation by artisans in international fairs.

In addition, a gender consultant was hired in order to implement the gender based approach into the Uruguayan handcraft arena.

Output 1.3: Cultural Enterprise Incubator.

This output is also under the direction of the Small and Medium Enterprises Directorate from the MIEM, and the first couple of months of execution in 2008 were performed according to the established work plan. This output supports the creation and provides technical assistance to small and medium enterprises that generate cultural goods and services particularly among the vulnerable sectors of the population and in the interior of the country. The incubator will provide entrepreneurs with the support they need to develop good business practices, business plans, and quality products.

A team of two consultants was hired to define the strategy and operative plan for this output. Advance was made in the initial steps to promote the business incubator in the interior of the country. These activities involved the identification of potential enterprises that could take advantage of the provided technical assistance. Also, initial steps were taken to coordinate with municipal governments to define the general parameters and local needs for the incubator.

Outcome 2: “Access to cultural goods by vulnerable social groups, as a strategy of achieving the MDGs, has been improved.”

Output 2.1: “Factories” for cultural development in several cities of the country.

This output is under the direction of the MEC, and due to the mentioned change in leadership, its implementation was reviewed by the new leadership. Adjustments were made to provide better focus to the programmed activities with the strategic needs and with the project as a whole. This resulted in a stronger output and in better coherence with the rest of the project. Considering the adjustments that were made and the few months of execution of the project since it was approved, this output was understandingly delayed.

Nonetheless, the attainment of this output advanced. This output will provide areas for the creation of cultural products. Spaces that would be utilized for the establishments of these Cultural Factories were preliminary selected and are in process of being contracted. One pilot factory is already operating whose best practices and lessons learned will be utilized in the implementation of the other Factories for this Joint Project. Potential cultural entrepreneurs were preliminarily identified.

Output 2.2: Stimulating the development of small cultural industries through the “factories” with emphasis on the poor, women, and young.

This output is under the direction of the MEC, and due to the mentioned change in leadership, its implementation was reviewed by the new leadership. Adjustments were made to provide better focus to the programmed activities with the strategic needs and with the project as a whole. This resulted in a stronger output and in better coherence with the rest of the project. Considering the adjustments that were made and the few months of execution of the project since it was approved, this output was understandingly delayed. Its full implementation was solidified in February 2009; therefore advancement in this area is not reported in this document. Nonetheless, there have been advances in the attainment of the output, and it is expected that it will progress successfully by the end of the first annual work plan (August 2009) for the project.

Output 2.3: Mechanisms for promoting cultural creativity among the youth in vulnerable conditions.

This output is under the direction of the MEC, and due to the mentioned change in leadership, its implementation was reviewed by the new leadership. Adjustments were made to provide better focus to the programmed activities with the strategic needs and with the project as a whole. This resulted in a stronger output and in better coherence with the rest of the project. Considering the adjustments that were made and the few months of execution of the project since it was approved, this output was understandingly delayed. Its full implementation was solidified in February 2009; therefore advancement in this area is not reported in this document. Nonetheless, there have been advances in the attainment of the output, and it is expected that it will progress successfully by the end of the first annual work plan (August 2009) for the project.

Outcome 3: “The capacities of the cultural institution have been strengthened.”

The outputs to attain this outcome are under the direction of the MEC, and due to the mentioned change in leadership, their implementation was reviewed by the new leadership. Adjustments were made to provide better focus to the programmed activities with the strategic needs and with the project as a whole. This resulted in stronger outputs and in better coherence with the rest of the project. Considering the adjustments that were made and the few months of execution of the project since it was approved, this outcome was understandingly delayed. Its full implementation was solidified in February 2009; therefore advancement in this area is not reported in this document. Nonetheless, there have been advances in the attainment of the outputs, and it is expected that it will progress successfully by the end of the first annual work plan (August 2009) for the project.

Implementation constraints, lessons learned and knowledge gained.

- The implementation of this project is very complex. The established implementation arrangements involve several layers of decision making opportunities and oversight. In addition, to these institutionalized approaches, the execution of activities for the attainment of all the outputs involves the participation of several agencies. This constraint is resulting in enhanced joint efforts and coordination by the involved Agencies.
- Some delays were encountered during the first months of implementation due to initial forming activities for the project and adjustments brought on by a national associate in the implementation.

- The Management Committee allowed for the cooperation of the components in the overall logic of the Project, addressing issues related to implementation. UN Agencies cooperatively participated in the implementation mechanisms.
- Learning experiences were generated to the point of generating joint responses and strategies to challenges presented. On several occasions one Agency (that had little working experience with one of the national associates in the implementation) relied on assistance from another Agency that did have a good established rapport to initiate contacts and facilitate the achievement of a solution. A concrete example of this is the facilitation that UNESCO has brought in several occasions with the MEC (its main national associate in the implementation).
- Throughout the process there was a growing cooperation among the national and local level, which has resulted in a greater involvement of UN Agencies in the territory.

Partnerships and inter-agency relationship. Impact on results

There has been a very good level of collaboration between the six implementing agencies (UNESCO, UNIDO, UNDP, UNFPA, UNICEF, UNIFEM) and the two national associates in the implementation (MEC and MIEM) that has facilitated the process of planning activities and monitoring implementation towards expected results.

It is generally considered that, at this stage of the project, the national associates in the implementation are in a better position to give more clarification on the activities to be implemented in 2009.

Moreover, it is noteworthy the cooperation between the management of the project components with the DaO pilot experience and the joint projects being financed through the One UN Coherence Fund.

5. Future workplan

Priority actions planned

- Increase coordination efforts to execute the adjusted work plan.
- Kick-off the editorial cluster.
- Strategic plans for cultural entrepreneurship advanced.
- Provide technical assistance for the implementation of the gender based approach to the interventions planned for the handcrafts.
- Form the support team for the development of citizenship participation and enjoyment of cultural activities.
- Conduct MDG roundtables to gather information and explore the role that culture plays in attaining the MDGs.
- Perform a general study on the current public policies and institutions that address cultural development throughout the country.
- Establish an academic and professional network.
- Establish the conceptual bases for the development of a satellite account for culture.