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Delivering as One



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**Uruguay One UN Coherence Fund**  
**MPTF OFFICE GENERIC FINAL PROGRAMME<sup>1</sup> NARRATIVE REPORT**  
**REPORTING PERIOD: FROM January 2014 TO May 2014**

<p align="center"><b>Programme Title &amp; Project Number</b></p> <p>Programme Title: Institutional strengthening of the Ministry of Industry, Energy and Mining and the Ministry of Housing, Territorial Planning and Environment for responsible mining in Uruguay</p> <p>Programme Number (if applicable)</p> <p>MPTF Office Project Reference Number:<sup>3</sup> 66257</p>	<p align="center"><b>Country, Locality(s), Priority Area(s) / Strategic Results<sup>2</sup></b></p> <p>(if applicable) Country/Region Uruguay/ Latin America</p> <hr/> <p>Priority area/ strategic results Economic Diversification, Natural Resources, Sustainability</p>
<p align="center"><b>Participating Organization(s)</b></p> <ul style="list-style-type: none"> <li>Organizations that have received direct funding from the MPTF Office under this programme <i>UNESCO, UNEP, UNDP</i></li> </ul>	<p align="center"><b>Implementing Partners</b></p> <ul style="list-style-type: none"> <li>National counterparts (government, private, NGOs &amp; others) and other International Organizations <i>Uruguayan Agency for International Cooperation (AUCI)</i> <i>Ministry of Industry, Energy and Mining (MIEM)</i> <i>Ministry of Housing, Territorial Planning, and Environment (MVOTMA)</i></li> </ul>
<p align="center"><b>Programme/Project Cost (US\$)</b></p> <p>Total approved budget as per project document: USD 604,550</p> <p>MPTF /JP Contribution<sup>4</sup>:</p> <ul style="list-style-type: none"> <li>by Agency (if applicable) Agency Contribution</li> <li>by Agency (if applicable)</li> </ul> <p>Government Contribution (if applicable)</p> <p>Other Contributions (donors) (if applicable)</p> <p><b>TOTAL:</b> USD 604,550</p>	<p align="center"><b>Programme Duration</b></p> <p>Overall Duration (months) 10 Sep 2012</p> <p>Start Date<sup>5</sup> (dd.mm.yyyy)</p> <p>Original End Date<sup>6</sup> (dd.mm.yyyy) 10 Jul 2013</p> <p>Actual End date<sup>7</sup>(dd.mm.yyyy) 31 May 2014</p> <p>Have agency(ies) operationally closed the Programme in its(their) system? Yes No <input type="checkbox"/> <input type="checkbox"/></p> <p>Expected Financial Closure date<sup>8</sup>:</p>

<sup>1</sup> The term “programme” is used for programmes, joint programmes and projects.  
<sup>2</sup> Strategic Results, as formulated in the Strategic UN Planning Framework (e.g. UNDAF) or project document;  
<sup>3</sup> The MPTF Office Project Reference Number is the same number as the one on the Notification message. It is also referred to as “Project ID” on the project’s factsheet page on the [MPTF Office GATEWAY](#).  
<sup>4</sup> The MPTF/JP Contribution is the amount transferred to the Participating UN Organizations – see [MPTF Office GATEWAY](#)  
<sup>5</sup> The start date is the date of the first transfer of the funds from the MPTF Office as Administrative Agent. Transfer date is available on the [MPTF Office GATEWAY](#)  
<sup>6</sup> As per approval of the original project document by the relevant decision-making body/Steering Committee.  
<sup>7</sup> If there has been an extension, then the revised, approved end date should be reflected here. If there has been no extension approved, then the current end date is the same as the original end date. The end date is the same as the operational closure date which is when all activities for which a Participating Organization is responsible under an approved MPTF / JP have been completed. As per the MOU, agencies are to notify the MPTF Office when a programme completes its operational activities. Please see [MPTF Office Closure Guidelines](#).  
<sup>8</sup> Financial Closure requires the return of unspent balances and submission of the [Certified Final Financial Statement and Report](#).

**Programme Assessment/Review/Mid-Term Eval.**

Evaluation Completed

 Yes     No    Date: *dd.mm.yyyy*

Evaluation Report - Attached

 Yes     No    Date: *dd.mm.yyyy***Report Submitted By**

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## FINAL PROGRAMME REPORT FORMAT

### EXECUTIVE SUMMARY

The Joint programme has been drafted in a context of growing number of mining projects presented to due authorities for exploitation of natural resources of the country and during a national debate on how should large scale mining be established in the productive core of Uruguay and on how this can be done in a responsible and sustainable manner. It is in this context that Uruguay Government, requests support to the UN System to strengthen its institutional capacity of reply in face of this situation that allows to develop the industry in a responsible and sustainable manner taking into account the capacities that all agencies in the System may provide.

Within this framework, the joint project was presented to be financed by the Coherence Fund and that will, at the same time, support the immediate needs of strengthening and the development of inputs, for a strategic re-design of mining in the country.

The lines of action designed for the accomplishment of the expected results, were developed towards giving the country bigger technical tools and institutional mechanisms for the development of the mining industry; guaranteeing the fulfillment of fundamental elements from a responsible mining perspective taking into account national compromises and concepts agreed by the countries at the Mining, Minerals, Metal and Sustainable Development Intergovernmental Forum.

The joint programme had as general purpose that was to support the design of a development model for responsible mining in the country and its insertion in the Productive and Natural Uruguay strategy, and strengthen capacities of Industry, Energy and Mining Ministry (MIEM) and the Living, Lowland Regulation and Environment Ministry (MVOTMA) for the efficient evaluation, management, monitoring and control of mining projects in the country.

For that, national partners in the implementation (MIEM and MVOTMA) and Leading and associated Agencies from the UN System in Uruguay (UNDP, UNEP and UNESCO) established 3 effects that fit in the 2011-2015 UNDAF. Such effects look to contribute to:

1. Design a development model and a road map for a responsible mining industry in the country and its insertion within the strategy of “Productive Uruguay” and “Natural Uruguay”.
2. Strengthen the relevant institutions to achieve a responsible and efficient use of mining resources in Uruguay.
3. Improve Government communications capabilities.

### I. Purpose

<b>Programme Description:</b>	Within the framework of the Delivering as One Approach and the UNDAF/UNDAP 2011-2015, the Uruguayan Government and the UN System have endorsed the joint programme to strengthen the institutional capacity of the National Government in order to develop the mining industry in the country in a sustainable and responsible manner, taking into account the diverse value added that each UN Agency can provide.
<b>Development Goal:</b>	UNDAF 2011-2015 Priority Area 1: Promote the diversification of production and the country’s participation in the global economy, the growth of productive investment and greater incorporation of scientific and technological innovations in production processes, as pillars of economic development. The actions to be implemented in this area jointly by the United Nations, the Uruguayan Government and civil society aim to contribute to equitable and sustainable development at national, subnational and local levels.  UNDAF 2011-2015: Priority Area 2: Move towards the implementation of sustainable development models that will foster conservation of natural resources and ecosystems, climate

	change mitigation and adaptation, and use of renewable sources of energy with the aim of reducing social and environmental vulnerabilities and thus achieving greater social equity and environmental justice.
<b>Outcome:</b>	<p>UNDAF Outcomes:</p> <p>UNDAF 2011-2015 Outcome 1.1: The country will have designed policies and actions to diversify the structure of production and promote trade and investments in order to improve its participation in the global economy, in an equitable and sustainable manner.</p> <p>UNDAF 2011-2015 Outcome 2.1: The Government, with the participation of civil society, will have designed, implemented and/or strengthened policies programmes and plans for the sustainable management of natural resources and conservation of biodiversity, and will have reduced social and environmental vulnerabilities and intergenerational inequities.</p> <p>UNDAP Outputs:</p> <p>UNDAP 2011-2015 Output 1.1.1: Public and private sector’s capacities to transform the productive structure in an equitable and sustainable manner through the diversification of production and the addition of greater value are strengthened.</p> <p>UNDAP 2011-2015 Output 1.1.2: Public and private sector’s capacity to implement policies and strategies that incorporate sustainable production and consumption practices are strengthened.</p> <p>UNDAP 2011-2015 Output 2.1.1: Technical inputs are generated for the elaboration of policies and plans which address sustainable management of natural resources and the conservation of biodiversity at national and transnational levels.</p>
<b>Outputs and Key Activities:</b>	<ol style="list-style-type: none"> <li>1. Design a development model and a road map for a responsible mining industry in the country and its insertion within the strategy of “Productive Uruguay” and “Natural Uruguay”.</li> <li>2. Strengthen the relevant institutions to achieve a responsible and efficient use of mining resources in Uruguay.</li> <li>3. Improve Government communications capabilities.</li> </ol>

## II. Assessment of Programme Results

### i) Narrative reporting on results:

- **Outcomes:**

**UNDAF 2011-2015 Outcome 1.1: The country will have designed policies and actions to diversify the structure of production and promote trade and investments in order to improve its participation in the global economy, in an equitable and sustainable manner.**

**UNDAF 2011-2015 Outcome 2.1: The Government, with the participation of civil society, will have designed, implemented and/or strengthened policies programmes and plans for the sustainable management of natural resources and conservation of biodiversity, and will have reduced social and environmental vulnerabilities and intergenerational inequities.**

- **Outputs:**

**Output 1: Design a development model and a road map for a responsible mining industry in the country and its insertion within the strategy of “Productive Uruguay” and “Natural Uruguay”. (UNDP)**

- a) **Development of a Road Map for the implementation of responsible mining in the productive and natural matrix of Uruguay (1.3):** The elaboration of the Road Map involved the participation of two experts, one of them national and the other international. The document was an important input for the work of national partners.

Firstly, the document makes a description of the actual scenario, where it describes issues like: situation of mining in Uruguay, mining potential, legal and institutional framework for mining in the country. Secondly, the Road Map presents the expected scenario for 2030, where focus is made on the development of a responsible mining in the context of sustainability. Thirdly, the mining policy is presented, being the main objective *the development of responsible mining and its contribution to sustainable development*. Fourthly, the document incorporates the vision, strategic objectives and lines of action for the development of a responsible mining in Uruguay. In this section, three strategic directions are set for this purpose.

These strategic directions are:

- a. *“Consolidating a policy of responsible mining. Strengthening the foundations and mechanisms for efficient management of mining policy in the country,*
- b. *Implementing tools and premises that guarantee the responsible development of the mining sector in the context of sustainable development at a local and national level,*
- c. *Optimizing the mining sector's contribution to sustainable development” (Road Map: P4 version)*

The Road Map was discussed at the validation and work workshops organized by the Management Committee with experts from national partners.

**Output 2: Strengthen the relevant institutions to achieve a responsible and efficient use of mining resources in Uruguay. (UNDP, UNESCO, UNEP)**

- a) **Integral training in mining (2.1):**

- Mining training courses: With the objective of implementing a comprehensive training and technical training for the review of mining projects, UNESCO and MIEM decided to hire a consulting firm in order to conduct the training since there are not only one consultants that could do this type of training needed in the region. The training courses were held in June (3-7 – 17-21) and July (1-5). Also, a workshop was implemented by UNESCO with OPS and OIT towards strengthening the knowledge on environmental and occupational health as well as on security issues.
- Environmental training courses: UNEP, in coordination with MVOTMA and MIEM, delivered a two weeks training on environmental assessment of mining projects (19-31 September 2013) for capacity building and information exchange on a range of environmental risks and impacts associated with mining activities. The course was complemented with tutorial sessions offered to provide national officers with tailored assistance throughout the two weeks. Administrative arrangements for the implementation of this activities were supported by the Basel Convention Regional Centre based in Montevideo.
- 3 in company courses: acid and neutral rock drainage, sustainable development indicators (5-6 march) and management of water works in mining (2013-2014).

- b) **Exchange of Technical missions abroad (2.2):** The mission exchanges abroad where five, in which thirty seven experts participated. These missions where: i. Catamarca Argentina, III International Forum of Women Working in Mining; ii. La Serena and Santiago de Chile, visiting two mines in the IV

Coquimbo Region: Los Pelambres copper mine and El Romeral iron mine; iii. San Juan Argentina, visiting Gualcamayo gold mine; iv. Santiago de Chile, course *Connecting mining activities to human development goals*; and v. Viña del Mar, *International conference of environmental impacts*. The missions were evaluated in a very positive way by the experts who participated, as a space for exchanging experiences and ideas with other technicians. Also, a visit to Rivera, Minas de Corrales, was carried out, involving 20 technicians.

- c) **Early actions to a first institutional strengthening (2.3):** Under UNESCO technical support, data collection, review and update of Mining Police regulations were carried out, as well as a validation workshop for the tool.

A Good Practices Guide on responsible mining for Uruguay was developed and a validation workshop was carried out as well. This link generated through the project with the University of Australia created a bridge with the University of the Republic, specifically with the University of Sciences. Its main contents are related to the use of international Good Practices Guides, Uruguayan legal structure and its experience in mining. Also, it incorporates legal and environmental issues facing the good practices for sustainable mining.

- d) **Strengthening mineral resources management through the purchase of informatics tools (2.4):**

Under the project, the software requested for the management of mineral resources (Micromine) was purchased. It was used by DINAMIGE technicians and is available for MVOTMAN technicians. This software has the following benefits for the work of technicians:

*“For quantification of tonnages and determination of ore grades (resources and reserves), mining companies have teams of professionals working for many months in the preparation of projects. One of the most laborious steps is the geological interpretation of the vertical / horizontal sections and the subsequent generation of ore bodies by triangulation”* (DINAMIGE: 2013). This program allows time optimization in the evaluation of various technical diagnoses that must be performed by national partners.

### **Output 3: Improve Government communications capabilities. (UNESCO)**

Output 3 was ended on 2013. Communications activities were carried out by the Communications Departments of both Ministers as part as their routinely duties.

- **Qualitative assessment:** Provide a qualitative assessment of the level of overall achievement of the Programme. Highlight key partnerships and explain how such relationships impacted on the achievement of results. Explain cross-cutting issues pertinent to the results being reported on. Has the funding provided by the MPTF/JP to the programme been catalytic in attracting funding or other resources from other donors? If so, please elaborate. For Joint Programmes, highlight how UN coordination has been affected in support of achievement of results.

The joint programme has clearly contributed to strengthen the institutional capacity of the National Government in order to develop the mining industry in the country in a sustainable and responsible manner, taking into account the diverse value added that several UN Agencies -UNDP, UNEP and UNESCO- provided. Uruguay is today better prepared to develop its mining agenda according to its priorities and definitions, but well informed by the Project joint work. This role is a crucial one for the UN in a HIC context country trying to make a responsible and sustainable use of its natural resources.

**ii) Indicator Based Performance Assessment:**

Using the **Programme Results Framework from the Project Document / AWP**s - provide details of the achievement of indicators at both the output and outcome level in the table below. Where it has not been possible to collect data on indicators, clear explanation should be given explaining why.

	<b><u>Achieved</u> Indicator Targets</b>	<b>Reasons for Variance with Planned Target (if any)</b>	<b>Source of Verification</b>
<p><b>Outcome 1<sup>9</sup> The country will have designed policies and actions to diversify the structure of production and promote trade and investments in order to improve its participation in the global economy, in an equitable and sustainable manner.</b>                      Baseline:                      Planned Target:</p> <p><b>Outcome 2: The Government, with the participation of civil society, will have designed, implemented and/or strengthened policies programmes and plans for the sustainable management of natural resources and conservation of biodiversity, and will have reduced social and environmental vulnerabilities and intergenerational inequities.</b>                       Baseline:                      Planned Target:</p>			

<sup>9</sup> Note: Outcomes, outputs, indicators and targets should be **as outlined in the Project Document** so that you report on your **actual achievements against planned targets**. Add rows as required for Outcome 2, 3 etc.

<b>Output 1 Design a development model and a road map for a responsible mining industry in the country and its insertion within the strategy of “Productive Uruguay” and “Natural Uruguay”. (UNDP)</b>			
<p><b>Indicator 1.1 Implementation of an international seminar for the approach of good practices in mining at the global and regional level.</b> Baseline: Planned Target:</p> <p><b>Indicator 1.2 Number of experts from other countries that participated in the seminar</b> Baseline: Planned Target:</p> <p><b>Indicator 1.3 Number of participants</b> Baseline: Planned Target:</p> <p><b>Indicator 1.4 Participation by national actors related to the topic.</b> Baseline: Planned Target:</p> <p><b>Indicator 1.5 Number of specialists and researchers dedicated to the subject matter that participated in the seminar.</b> Baseline: Planned Target:</p> <p><b>Indicator 1.6 Number of workshops with affected communities.</b> Baseline: Planned Target:</p> <p><b>Indicator 1.7 Number of participants in the workshops.</b> Baseline:</p>	<p>Conference of Mining and Sustainable Development in Uruguay. Three days of technical work: 15, 16 and 17 July, 2013.</p> <p>17</p> <p>219</p> <p>9</p> <p>26</p> <p>40</p>		<p>Programme and Presentation of the Conference <a href="http://www.onu.org.uy/novedades/184-conferencia-sobre-miner%C3%ADa-y-desarrollo-sostenible-en-uruguay">http://www.onu.org.uy/novedades/184-conferencia-sobre-miner%C3%ADa-y-desarrollo-sostenible-en-uruguay</a>)</p> <p>Debriefing and Final Report</p>

<p><b>Planned Target:</b>  <b>Indicator 1.8</b> Number of discussion round-tables to draft a roadmap.  <b>Baseline:</b>  <b>Planned Target:</b></p> <p><b>Indicator 1.9</b> Number of participants in the round-tables.  <b>Baseline:</b>  <b>Planned Target:</b></p> <p><b>Indicator 1.10</b> Forecast analysis that includes multiple scenarios for the insertion of mining in “Natural Uruguay” and “Productive Uruguay”.  <b>Baseline:</b>  <b>Planned Target:</b></p>	<p>26</p> <p>50</p> <p>Road Map document and technical workshops</p>		<p>Road Map document</p>
<p><b>Output 2</b> Strengthen the relevant institutions to achieve a responsible and efficient use of mining resources in Uruguay. (UNDP, UNESCO, UNEP)</p>			
<p><b>Indicator 2.1</b> Number of participants in the training courses.  <b>Baseline:</b>  <b>Planned Target:</b></p> <p><b>Indicator 2.2</b> Number of international exchanges conducted  <b>Baseline:</b>  <b>Planned Target:</b></p> <p><b>Indicator 2.3</b> Number or people that participated in the international exchanges  <b>Baseline:</b>  <b>Planned Target:</b></p>	<p>198</p> <p>5</p> <p>37</p>		

<p><b>Indicator 2.4 Report on the country's current mechanisms and protocols for the management of mining resources.</b> Baseline: Planned Target:</p> <p><b>Indicator 2.5 Report on the revision and update of the Mining Police.</b> Baseline: Planned Target:</p> <p><b>Indicator 2.6 Good practices guide on mining that includes production, environment, health and safety.</b> Baseline: Planned Target:</p> <p><b>Indicator 2.7 Number of licenses / projects supervised by MIEM's technical personnel through the new information tools.</b> Baseline: Planned Target:</p>	<p>Data collection of mechanisms and protocols in force in the country for the management of mineral resources made.</p> <p>Mining Police regulation and its validation workshop carried out.</p> <p>Good Practices Guide and its validation workshop carried out.</p> <p>Purchase of software.</p>		<p>Mining Policy document</p> <p>Good Practices Guide document</p>
<p><b>Output 3: Improve Government communications capabilities. (UNESCO)</b></p>			
<p><b>Indicator 3.1 Number of participants involved in the development of the communications guide.</b> Baseline: Planned Target:</p>			

<p><b>Indicator 3.2 Communications guide developed and validated by participants.</b>  <b>Baseline:</b>  <b>Planned Target:</b></p> <p><b>Indicator 3.3 Number of communicators trained in the use of the guide</b>  <b>Baseline:</b>  <b>Planned Target:</b></p> <p><b>Indicator 3.4 Number of institutions involved in the training sessions on the use of the guide</b>  <b>Baseline:</b>  <b>Planned Target:</b></p>			
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### iii) Evaluation, Best Practices and Lessons Learned

- **Report on any assessments, evaluations or studies** undertaken relating to the programme and how they were used during implementation. Has there been a final project evaluation and what are the key findings? Provide reasons if no programme evaluation have been done yet?
- **Explain challenges** such as delays in programme implementation, and the nature of the constraints such as management arrangements, human resources etc. What actions were taken to mitigate these challenges? How did such challenges and actions impact on the overall achievement of results? Have any of the risks identified during the project design materialized or were there unidentified risks that came up?
- **Report key lessons learned and best practices** that would facilitate future programme design and implementation, including issues related to management arrangements, human resources, resources, etc. Please also include experiences of failure, which often are the richest source of lessons learned.

It is important to note lessons learned from the experience. In this particular project, these could be reflected on the need to overcome a number of difficulties at the beginning. In that sense, according to the survey of different assessments and the observation that was carried out, a combination of six factors that strengthened the project implementation could be identified.

The main lessons learned were:

- a) Stating a time limit for accomplishment in an agreed and detailed way guarantees implementation.
- b) The building of confidence and sense of belonging by stakeholders (members of the Management Committee) generates working certainty as well as continuity in the implementation.
- a) Political support is necessary for carrying out the programme, particularly regarding issues like this which are very much present on the public agenda.
- b) The fact that the Management Committee space is strengthened and accompanied allows the project management and is a good practice of articulation.
- c) AUCI and RCO generated a support for the project's problems which ensured the continuity and success of the project.
- d) The commitment of various actors, both national partners and the agencies work, guaranteed a systematic and quality work.

### iv) A Specific Story

- This could be a success or human story. It does not have to be a success story – often the most interesting and useful lessons learned are from experiences that have not worked. The point is to highlight a concrete example with a story that has been important to your Programme.
- In ¼ to ½ a page, provide details on a specific achievement or lesson learned of the Programme. Attachment of supporting documents, including photos with captions, news items etc, is strongly encouraged. The MPTF Office will select stories and photos to feature in the Consolidated Annual Report, the GATEWAY and the MPTF Office Newsletter.

**Problem / Challenge faced:** Describe the specific problem or challenge faced by the subject of your story (this could be a problem experienced by an individual, community or government).

**Programme Interventions:** How was the problem or challenged addressed through the Programme interventions?

**Result (if applicable):** Describe the observable *change* that occurred so far as a result of the Programme interventions. For example, how did community lives change or how was the government better able to deal with the initial problem?

**Lessons Learned:** What did you (and/or other partners) learn from this situation that has helped inform and/or improve Programme (or other) interventions?

## ABBREVIATIONS AND ACRONYMS

AA	Administrative Agent
AUCI	Uruguayan Agency for International Cooperation
CFCC	Coherence Fund Consultative Committee
CFSC	Coherence Fund Steering Committee
DaO	Delivering as One
ILO	International Labour Organization
IOM	International Organization for Migration
DINAMA	National Environment Directorate
DINAMIGE	National Mining and Geology Directorate
MIEM	Ministry of Industry, Energy, and Mining
MVOTMA	Ministry of Housing, Territorial Planning, Environment
MPTF	Multi-Partner Trust Fund
OPP	Office of Planning and Budget
PUNO	Participating United Nations Organization
RCO	United Nations Resident Coordinator's Office
UNDAF	United Nations Development Assistance Framework
UNDAP	United Nations Development Assistance Framework Action Plan
UNDP	United Nations Development Programme
UNESCO	United Nations Educational, Scientific and Cultural Organization
UNEP	United Nations Environment Programme
UNRC	United Nations Resident Coordinator
UNS	United Nations System
UNWomen	United Nations Entity for Gender Equality and the Empowerment of Women