



Sistema de las Naciones Unidas en Uruguay  
**UNIDOS EN LA ACCIÓN**

# **The Uruguay One UN Coherence Fund**

**Annual Report**  
as of December 31, 2008

## Message from the Resident Coordinator

Dear Colleagues,

As RC and Co-chair of the Steering Committee for the Uruguay One UN Coherence Fund, I am pleased to submit the Uruguay One UN Coherence Fund's annual report for 2008. As a "Delivering as One" (DaO) pilot country, Uruguay has established and managed the One UN Coherence Fund to level the playing field and give an opportunity to the UN System to optimise the joint programming process in order to create the best conditions for coherence, relevance, effectiveness, results and impact. Furthermore, as a middle income country, the Uruguay DaO pilot is a laboratory to experiment and learn lessons that could be utilized and replicated by other countries implementing the DaO process.

Spain and Norway, as donor countries, have contributed approximately USD 7.03 million to the One UN Coherence Fund. These funds have been assigned to 11 joint projects approved in 2008 by the Steering Committee. These 11 projects address priorities and needs jointly identified by the Government and the UN System. These inter-ministerial and inter-agency initiatives include:

- Building capacities to design development strategies within State institutions.
- Strengthening public policies of productive production.
- Supporting environmental protection policies at the local level.
- Strengthening of State and social capacities in the promotion of development throughout the country.
- Supporting the Central Government's "Equity Plan" in its implementation, follow-up and evaluation.
- Strengthening of institutions in the social policy system (education, employment, health, and social security).
- Supporting the design and execution of policies, plans and programmes to fight inequity (in particular, gender and generation).
- Designing and implementing programmes to modernize public administration and services to citizens.
- Supporting policies and decentralization and promotion of citizen participation in the territory.

The governance of the non earmarked resources programmed the One UN Coherence Fund have already generated changes in the management of the development cooperation. First, the ability to make decisions at the local level by the Government and the UN System ensures that the priorities and allocation of funds respond to the needs and priorities jointly identified by the Government and the UN System. It clearly enhances the national ownership. The TORs and the criteria for allocation of funds grant the Resident Coordinator the authority corresponding to his/her level of accountability. The Resident Coordinator is empowered to ultimately assign resources when it has not been possible to reach a consensus. This provides the Resident Coordinator with the ultimate authority to lead in the definition of the strategic focus of the One UN Programme. In addition, the Uruguay One UN Coherence Fund positions the Government to take a leadership position of the One UN Programme and to truly develop a sense of ownership of the whole process.

Secondly, the joint projects and joint reporting are instrumental to implementing the harmonization of administrative practices. The harmonization of administrative business practices is a key component of the System Wide Coherence agenda. Ensuring greater efficiencies in the United Nations System (UNS) operations allows for an increased effectiveness and impact of programmes. The One UN Coherence Fund mechanism to finance joint projects has proven to be quite effective in encouraging harmonization. The Government and the national associates in the implementation (particularly line Ministries) have called for unified practices and requirements by the participating UN Organizations.

Thirdly, the Executive Coordinator of the MDTF Office as the AA at the Headquarters' level has been instrumental in the efficient design of the Uruguay One UN Coherence Fund; by extension, the MDTF Office has provided meaningful general guidelines as it has gathered substantial information and experience through the monitoring of many funds worldwide. The Executive Coordinator of the MDTF Office has also ensured consistency in managing the funds available and provides guidance for financial reporting of joint projects to local participating UN Organizations.

It is worth noting that the Uruguay Centre, a UNDP pilot office in Uruguay, has and will continue to contribute to the development of a web-based reporting portal for the use by the MDTF Office and all participating UN Organizations worldwide. This portal constitutes a common UN platform to manage budgetary, financial and substantive reporting that will constitute the basis for UNDP reporting to donors and governments on the advances and impact of the UN reform.

Fourthly, having a single AA at the country level, rather than a separate for each joint project, facilitated and simplified the disbursement of funds and the work between the AA and the RCO. The Executive Coordinator of the MDTF Office delegated certain AA-functions to the UNDP Country Director in Uruguay. This has proved highly effective as the Fund has been able to systematically ensure a progressive harmonization of administrative procedures in handling the disbursements. It has also been able to promote a systematic harmonization, standardization and simplification of reporting requirements. The AA at the country level works very closely with the Coherence Fund Steering Committee and the RCO; this resulted in an effective team-work environment where programmatic and financial responsibilities are closely coordinated. Participating UN Organizations have been able to focus on their respective programmatic roles instead of learning and instituting AA related activities. Lead Agencies provide overall technical knowledge and expertise to each of their projects while participating UN Organizations focus on more specific goals.

In conclusion, the first year of programmatic implementation of the Uruguay One UN Coherence Fund contributed to many programmatic and operational changes at the local level that emphasized and enhanced coherence and joint cooperation between the Government and the UN System as well as within the UN System.

Pablo Mandeville  
United Nations Resident Coordinator  
in Uruguay

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## Acronyms Used

AA	Administrative Agent
ANMYPES	National Association of Micro and Small Businesses
ANONG	National Association of Non-Governmental Organizations
CD	Country Director
CUDECOOP	Uruguayan Federation of Cooperatives
DaO	Delivering as One
FAO	Food and Agriculture Organization
ILO	International Labour Organization
IOM	International Organization for Migration
LOA	Letter of Agreement
MDF	Multi Donor Trust Fund
MIC	Middle Income Country
MOU	Memorandum of Understanding
OPP	Office of Planning and Budget of the Office of the President
OSE	State Public Waterworks
UNCT	United Nations Country Team
RC	Resident Coordinator
RCO	Resident Coordinator's Office
ROPs	Rules of Procedures
TORs	Terms of Reference
UN	United Nations
UNDAF	United Nations Development Assistance Framework
UNDP	United Nations Development Programme
UNESCO	United Nations Educational, Scientific and Cultural Organization
UNFPA	United Nations Population Fund
UNICEF	United Nations Children's Fund
UNIDO	United Nations Industrial Development Organization
UNIFEM	United Nations Fund for Women
UNOPS	United Nations Office for Project Services
UNS	United Nations System

## Definitions<sup>1</sup>

### **Approved Project**

A joint project approved by the One UN Coherence Fund Steering Committee, for which a project document exists.

### **Associated Agency**

Agencies which do not receive funds but provide technical advisory to project related activities.

### **Commitment of project funds**

Signed unliquidated obligations related to payments due for the year/semester.

### **Disbursement**

Amount earmarked to a particular Executing Agency to fund approved projects.

### **Donor deposit**

Cash deposit received by the MDTF.

### **Executing Agency**

Agencies having received funds and being legally bound for the activities they have to develop with such funds.

### **Expenditure of project funds**

Liquidated obligations.

### **Lead Agency**

Agency which interacts with the government in representation of all participating UN Organizations.

### **National associate in the implementation**

National counterparts (Government Ministries, Administrations, Organizations or institutions as well as civil society organizations) in the execution and implementation of the activities detailed for the joint projects.

### **Participating UN Organization**

Is an UN Agency, Commission, Fund or Programme that is a member of the UN Country Team in Uruguay, and participates in the operation, management, and monitoring of a joint project financed through the Uruguay One UN Coherence Fund. A Lead, Executing or Associate Agency is a “participating UN Organization”.

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<sup>1</sup> Common definitions agreed by the One UN Coherence Fund Steering Committee

## Executive Summary

This Annual Report for the Uruguay One UN Coherence Fund was prepared by the UNDP Country Director in Uruguay, under delegated authority from the Executive Coordinator of the Multi-Donor Trust Fund (MDTF) Office, and in accordance with the Uruguay One UN Coherence Fund Memorandum of Understanding between Participating UN Organizations, UN Resident Coordinator and the Administrative Agent, as well as the Standard Administrative Arrangement between Donors, the UN Resident Coordinator and the Administrative Agent.. Its main purpose is to document and inform the donors to the One UN Coherence Fund and the Steering Committee of the activities and results that have been attained through the projects financed by the Fund. The consolidated report covers the period from 1 January to 31 December 2008.

The Uruguay One UN Coherence Fund Steering Committee began operations in December 2007, and since then, the Steering Committee has worked to refine and strengthen the Fund's governance mechanisms to ensure ownership and leadership from the Government in project design, review and approval stages, as stated in the One UN Programme framework. During the reporting period, several coordination mechanisms were created with the aim of closely monitoring the implementation of joint projects.

On 17 May 2008, the Steering Committee approved the One UN Coherence Fund Terms of Reference; these were amended on 17 December 2008 to adjust the mechanisms established to better serve the purpose of efficient fund execution. The different coordination mechanisms as well as the execution mechanisms are described throughout this report.

This report is based on information and data contained in the individual progress reports and financial information submitted by the executing agencies having signed the One UN Coherence Fund Memorandum of Understanding which were also consolidated in the joint project progress reports (see annexes 1 - 10).

In summary, the Uruguay One UN Coherence Fund has proven to be an important, innovative and strategic tool that allows and encourages the participating UN Organizations to coordinate their work. The One UN Coherence Fund has been a critical driver of joint programming. It has received donations from Norway and Spain, approximately totalling USD 7.03 million, and 11 joint projects were approved totalling USD 10.49 million.

For the funds disbursed for execution in 2008, the overall financial performance of the joint projects was approximately 72 percent of expenditure and commitment of funds. It is important to note that for the first USD 3.32 million tranche of disbursements, the Fund only had USD 4.43 million available. This represents 75 percent of total available funds transferred for that tranche.<sup>2</sup>

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<sup>2</sup> After the entire second tranche of disbursements were completed (April 2009), the Fund had disbursed a total of USD 6.34 million of the USD 7.05 million available (89 percent).

## 1. Uruguay Rationale

Since 2007, the “Delivering as One” (DaO) pilot experience has been the framework for significant contributions to rethinking and better coordinating cooperation with and for Uruguay, and to the country’s own visibility on the international stage. The DaO experience in Uruguay has influenced the debate about middle income countries (MICs) – middle development countries – and has positioned international cooperation and the UN reform on the national and international agenda. The DaO experience has generated important synergies as well as coherence and allowed for a greater mobilization of resources to address strategic national priorities while strengthening the coordination both by the Government and the participating UN Organizations and among them.

Closely working with funding partners has proved to be a key element of the reform. Resource mobilization towards a common un-earmarked pool of funds is a major innovation that represents a shift in the way international cooperation operates. It could even become a change in the cooperation paradigm for countries with similar characteristics. In addition, the “tripartite framework” established between the Government, the donor countries and the United Nations System (UNS) seeks to ensure funding predictability. The coordinated funding contribution by donors that have not earmarked their contribution is a central element of the DaO experience. This innovative mechanism is different from budgetary support and reflects a fundamental change in how cooperation is conceived.

Based on the traditional classification of countries by their per capita income, Uruguay is in the “High Middle Income” category. Although classifying countries by income is a technical tool utilized to evaluate the country’s credit eligibility, this seems to be of less relevance to the development community and for those guided by the values of the UNS. Countries do not graduate from development and they should not be excluded from the development cooperation benefits.

Countries should be grouped and analyzed from the perspective of their development cooperation needs, in order to adequately address their structural vulnerabilities and support their efforts to overcome them. Countries ranking as middle income are particularly concerned with the amount of grants or subsidized cooperation they are receiving. This concern could become second to the cooperation mechanisms itself, should the international community as well as these countries adequately assess how much a cooperation effort contributes to mitigate/reduce vulnerabilities in borderline situations. Indeed most of the middle income countries are vulnerable countries, where borderline structural vulnerabilities should be individually and adequately addressed in terms of long term and sustained development cooperation. In the current political and economic context, both the International Financial Institutions and the UNS promote national stability and funding predictability. Furthermore, to focus on borderline structural vulnerabilities is compatible with the “cost-benefit” approach. It seems that a classification of development assistance needs based on borderline structural vulnerabilities makes more sense than the present approach.

In countries where UN resources are very small compared to public spending<sup>3</sup>, prioritizing the use of such resources is essential to maximize impact. That is to say, the UNS in these countries must avoid duplication of efforts particularly when two or more participating UN Organizations work on the same priority.

From the perspective of donors, it is useful to have a global picture of the areas where effective cooperation could be channelled even in countries which, at a first glance, would not be eligible for cooperation initiatives. In the case of Uruguay, it is worth pointing out that the creation of the Coherence Fund Steering Committee allowed for the promotion of high level institutional contacts that are beneficial for both government and donors. The government benefited from having a global picture of the cooperation it receives from the UNS and enhanced the bilateral relationships with it (Line Ministry – participating UN Organization). Likewise, donors can have a broader picture of cooperation initiatives. In addition, it allowed for effective prioritization of resources. Last, the Terms of Reference (TORs) of the Uruguay One UN Coherence Fund were designed meticulously to encourage execution of activities for the joint projects.

### **1.1. Need for an Assistance Strategy**

Countries labelled as “Middle Income Countries” need assistance from the UNS and from the international community to strengthen their capacities of economic growth and participate on international commerce, to achieve higher levels of human development, and to address their structural, social, and institutional weaknesses. Uruguay, the only middle income country in the DaO process, shows high levels of inequality, poverty, exclusion, and institutional weaknesses that hinder the achievement of sustained and sustainable development. Furthermore, Uruguay has suffered from sharp, deep and cyclical, economic crises in the last decades that had devastating effects among the most vulnerable population (the young, women, minorities, etc.).

During most of the 20th Century, Uruguay was considered a relatively developed society within Latin America. According to the 2006 Human Development Report, Uruguay ranks 43rd among 63 countries with “high human development”. With life expectancy of around 75.6 years, a literacy rate of 97.7 percent in the age bracket over 15 years old, a combined school enrolment rate of 89 percent and per capita GDP of USD 9,421 (PPP 2004), Uruguay is still one of the most developed societies in the continent. Per capita income for Uruguay, and its place as a middle income country, may lead some analysts to believe that Uruguay (and other countries similarly labelled) is not prone to economic turmoil and the corresponding social crises that they bring. It may also be thought that Uruguay and similar countries can achieve high levels of human development and guarantee the fulfilment of the human rights completely on their own. The development and economic realities in Uruguay (and many South American countries for that matter), contradict and refute these hypotheses. Of the 373 million people that live in South America –in which all countries are “middle income”—130 million of them are poor. In fact, 89 of the 130 million (68 percent) people living in poverty conditions in South America live in the 5 countries of “upper middle income” (Argentina, Brazil, Chile, Uruguay, and Venezuela).

<sup>3</sup> In 2004, ODA was 0.3 percent of public spending in Uruguay.

Because Uruguay is one of the 96 countries in the world labelled as a "Middle Income Country" - and, within that group, one of the 44 countries labelled as "high-middle income countries"-, it has not been eligible to receive sufficient cooperation for development. Nevertheless, over the last four decades, the Uruguayan society has faced serious problems or obstacles to reach higher levels of human development: in particular, to achieve sustained and sustainable economic growth, to reduce the incidence of poverty and inequality in income distribution and to strengthen the quality of its institutions and policies. The fact of being a "high-middle income" country does not imply that Uruguay has assured, in the mid and long term, the human development indicators reached.

In fact, Uruguay has not been able to develop sustained and sustainable growth trajectory, or to prevent the dramatic erosion of the social progress previously made as evidenced by the 2003 economic downturn. The effects of the sharp and cyclical, economic crises suffered by Uruguay (and its neighbouring countries) are still being felt among the most vulnerable populations (the young, women, minorities, etc.).

## **1.2 The One UN Programme as an Assistance Strategy**

To provide assistance in addressing the country's development needs the One UN Programme was developed conjunctively by the Government, the UN Resident Coordinator, and the participating UN Organizations. The One UN Programme development process employed three complementary intervention modalities:

1. Support for the design, execution and evaluation of public policies.
2. Support for capacity building.
3. Implementation of "pilot" experiences in the territory, which can serve as examples, with emphasis on citizen participation and empowerment.

Such intervention modalities have certain specific features in Uruguay, as a result of its condition of a "high-middle income" country and its budgetary capacities to face expenses, shown in a high degree of public spending in comparison to GDP. In a "high-middle income" and "high human development" country, the UNS in Uruguay added value depends on its capacity to support the design, execution and evaluation of high-quality public policies to strengthen national capacities, to encourage dialogue among different stakeholders and to promote model experiences in the territory. Through the One UN Programme, the UNS in Uruguay has developed capacities and strategies not only to align its cooperation with national priorities but also to include the valuable collaboration of Non-Resident Agencies and at the same time look after and foster cross-cutting issues such as human rights, gender and local development.

The One UN Coherence Fund provides funds and assistance in the following strategic objectives as stated in the UNDAF and in the One UN Programme:

1. By 2010, the country will have advanced in the generation of capacities for the incorporation of knowledge, innovation and diversification in the process of production of goods and services.
2. By 2010, the country will have advanced in the formulation and management of policies to eradicate extreme poverty and reduce poverty.
3. By 2010, the country will have advanced in the formulation and management of policies that facilitate access to high quality, equitable social services, the reduction of discrimination and the promotion of social integration processes.
4. By 2010, the country will have advanced in the effective harmonization of its legislation and national practices relative to international commitments and in strengthening public institutions and the civil society to formulate, execute, follow-up and evaluate public policies.

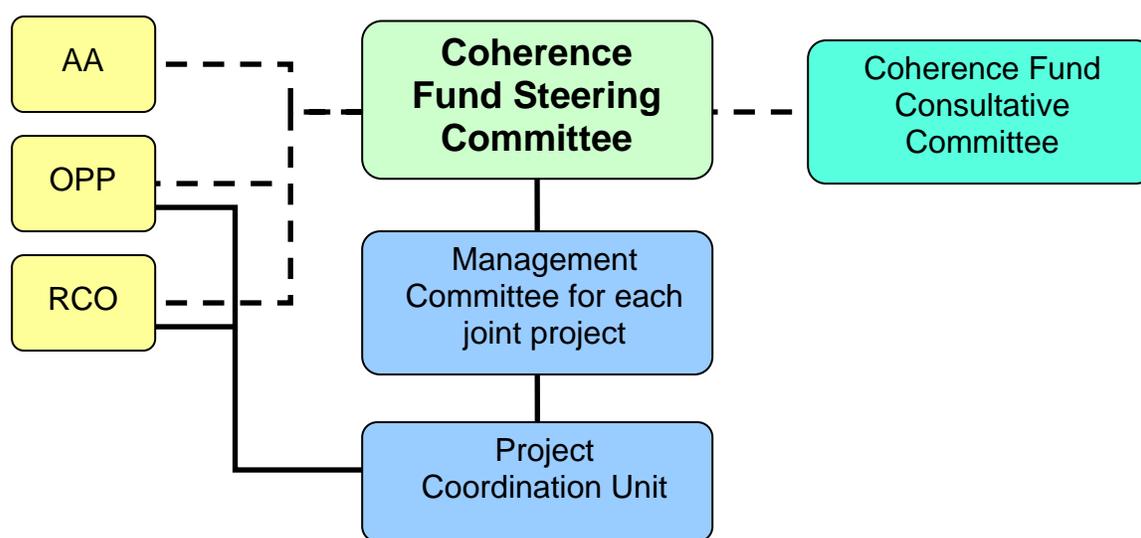
The funding gap identified in the One UN Programme is being met through the One UN coherence Fund. Donors deposited un-earmarked funds reflecting an important shift in trust from the donors allowing the Government and the UNS to allocate the funds according to the identified national priorities areas where the UN has a comparative advantage in relation to other development partners.

## 2. Governance Mechanisms

To support the One UN Programme, the Government and the UNS in Uruguay agreed to establish the Uruguay One UN Coherence Fund a common, un-earmarked, development fund, under the leadership of the Resident Coordinator. The Uruguay One UN Coherence Fund supports the coordinated resource mobilization, allocation and disbursement of donor-contributed resources for the unfunded elements of the One UN Programme.

The Uruguay One UN Coherence Fund has several governance mechanisms to ensure proper management of funds, supervision of project execution, and monitoring of results. The mechanisms are: The Coherence Fund Steering Committee, The Coherence Fund Consultative Committee, The Management Committees, and the Administrative Agent (AA).

**Chart 1. Governance mechanisms for the Uruguay One UN Coherence Fund.**



### 2.1. Coherence Fund Steering Committee

#### 2.1.1. Members:

The Coherence Fund Steering Committee is integrated by the Director of the Office of Planning and Budget of the Office of the President (OPP, for its Spanish acronym), the Minister of Foreign Affairs, the Resident Coordinator and the Representatives or Directors of the signatory Agencies to the One UN Programme.

The Director of the OPP, at his/her discretion may invite the authorities from other governmental organizations.

### **2.1.2. Presidency:**

The Coherence Fund Steering Committee is co-chaired by the Director of the OPP and the Resident Coordinator. Before each session, the Director of the OPP and the Resident Coordinator decide which one of them assumes the Presidency of the session.

### **2.1.3. Competencies. Key tasks and Responsibilities:**

The Coherence Fund Steering Committee's competencies are identified in the One UN Programme document as follows:

- Establishes the eligibility criteria for the projects.
- Promotes the necessary measures to achieve the common framework and procedures for execution by the Agencies and their national associates in the implementation.
- Reviews and approves the Terms of Reference (TORs) and Rules of Procedures (ROPs), based on the generic Steering Committee TORs, and update and/or modify them, as necessary, in case of compelling requirements.
- For un-earmarked funds, (1) it reviews and approves the criteria for the allocation of available resources at the Multi Donor Trust Fund (MDTF); (2) it allocates available resources to thematic projects, making sure that the allocations are aligned with the strategic development framework of the country and approved national priorities.
- Reviews and approves proposals from Agencies for funding; ensure their conformity with the requirements of the MDTF agreements (Memorandums of Understandings [MOUs], Letters of Agreement [LOAs]). To ensure the quality of proposals to receive funding from the MDTF.
- Defines TORs and composition for the Management Committees of the projects.
- Ensures appropriate consultative processes take place with key stakeholders at the country level through the Coherence Fund Consultative Committee so as to avoid duplication or overlap between the MDTF and other funding mechanisms.
- Reviews and approves the periodic progress reports (programmatic and financial) consolidated by the AA based on the progress reports submitted by the participating UN Organizations. Consolidated annual reports include a section on the activity of the Coherence Fund Steering Committee.
- Reviews findings of the summary audit reports consolidated by the internal audit service of the AA. It will highlight lessons learned and periodically discuss follow up by participating UN Organizations on recommended actions that have MDTF-wide impact.
- Agrees (in consultation with the HQ Fiduciary Management Oversight Group) on the scope and frequency of the independent commissions from the Coherence Fund Steering Committee that will draft the "lessons-learned and review" of the MDTF.
- Reviews the draft/final reports on lessons learned, ensures the implementation of recommendations, and identifies critical issues for consideration by the HQs Fiduciary Management Oversight Group (to be brought up to the Assistant Secretary-General Group, when necessary).

#### **2.1.4. Sessions:**

The Coherence Fund Steering Committee meets three times a year in regular sessions.

The Director of the OPP and the Resident Coordinator holds regular meetings to track the progress of the One UN Programme and the DaO pilot programme.

The projects are developed by a drafting committee and are submitted to the Coherence Fund Steering Committee jointly by the Director of the OPP and the Resident Coordinator.

#### **2.1.5. Adoption of Resolutions:**

- The resolutions by the Coherence Fund Steering Committee are adopted by consensus.
- The Resident Coordinator ultimately decides on the use of resources of the Uruguay One UN Coherence Fund.
- Decisions of the Coherence Fund Steering Committee are duly recorded.

#### **2.1.6. Specific role of the Resident Coordinator as Co Chair of the Coherence Fund Steering Committee:**

- Ensure that the decisions taken by the Coherence Fund Steering Committee are in accordance with the regulatory requirements and frameworks of the participating UN Organizations and agreements with the programme country and donors.
- Ensure that the decisions taken by the Coherence Fund Steering Committee are duly recorded and promptly communicated to the members of the Coherence Fund Steering Committee, including participating UN Organizations, the programme country, and donors, as appropriate.
- Monitor the implementation of the decisions of the Coherence Fund Steering Committee.
- Report to the MDTF Fiduciary Management Oversight Group on the evolving risks and to flag issues that may affect the implementation of the decisions of the Coherence Fund Steering Committee or otherwise impede the operations of the Fund.
- The Coherence Fund Steering Committee Co-chair that represents the United Nations is accountable to the Chair of the MDTF Fiduciary Management Oversight Group, representing the Committee, for the inter-agency fiduciary issues related to the participating UN Organizations on issues related to funding activities through the UN for the MDTF activities.

#### **2.1.7. Receipt of Reports:**

- In accordance with paragraph 6.12 of the One UN Programme, the Resident Coordinator of the United Nations in Uruguay receives copies of the narrative and financial reports that the participating UN Organizations generate and transmit to their respective Headquarters, or to the AA, in relation to the joint projects financed through the Uruguay One UN Coherence Fund, the funds received for their execution or the levels of spending. These

reports are shared by the Resident Coordinator with the Director of the OPP. Particularly, the Steering Committee established this policy to expedite access and availability to reliable financial and narrative information on the joint projects financed through the One UN Coherence Fund given that the decision-making process for subsequent disbursements needs frequent information.

### **2.1.8. Secretariat:**

The Resident Coordinator's Office (RCO) performs the functions of secretariat for the Coherence Fund Steering Committee.

## **2.2. Coherence Fund Consultative Committee**

### **2.2.1. Background:**

In order to institutionalize a consultative mechanism for the Coherence Fund Steering Committee with the United Nations Country Team and the donors, in accordance with paragraph 6.10 of the One UN Programme, a Coherence Fund Consultative Committee was constituted.

### **2.2.2. Members:**

The Coherence Fund Consultative Committee is integrated by the Director of the OPP, the Resident Coordinator, representatives from the participating UN Organizations that are not part of the Coherence Fund Steering Committee, a representative from each donor country, and representatives from civil society (National Association of Non-Governmental Organizations [ANONG, for its Spanish acronym], Uruguayan Federation of Cooperatives [CUDECOOP, for its Spanish acronym], and the National Association of Micro and Small Businesses [ANMYPES, for its Spanish acronym]).

At the Government's discretion, through the OPP, the relevant line Ministries are permanent or ad hoc members of the Coherence Fund Consultative Committee.

The Coherence Fund Consultative Committee may invite other representatives from other sectors of society, such as academia, foundations, private sector, or trade unions.

### **2.2.3. Presidency:**

The Coherence Fund Consultative Committee is co-chaired by the Director of OPP and the Resident Coordinator. Before each session, the Director of the OPP and the Resident Coordinator decides which one of them assumes the Presidency of the session.

#### **2.2.4. Competency:**

The Coherence Fund Consultative Committee is the body where opinions are expressed and heard from the stakeholders whom are not responsible for the implementation of projects financed through the Uruguay One UN Coherence Fund given that these stakeholders are not involved in the development of the projects or the Uruguay One UN Coherence Fund.

The Coherence Fund Consultative Committee does not make decisions about the allocation of resources from the Uruguay One UN Coherence Fund – this competence belongs solely to the Coherence Fund Steering Committee – recommendations, however, may be made on such matters.

The Coherence Fund Consultative Committee is informed by the Coherence Fund Steering Committee about the development of activities carried out under the framework of the One UN Programme.

#### **2.2.5. Sessions:**

The Coherence Fund Consultative Committee meets every six months.

#### **2.2.6. Adoption of resolutions:**

The Coherence Fund Consultative Committee issues its opinions or recommendations in the manner it considers appropriate.

#### **2.2.7. Secretariat:**

The RCO performs the functions of secretariat for the Coherence Fund Consultative Committee.

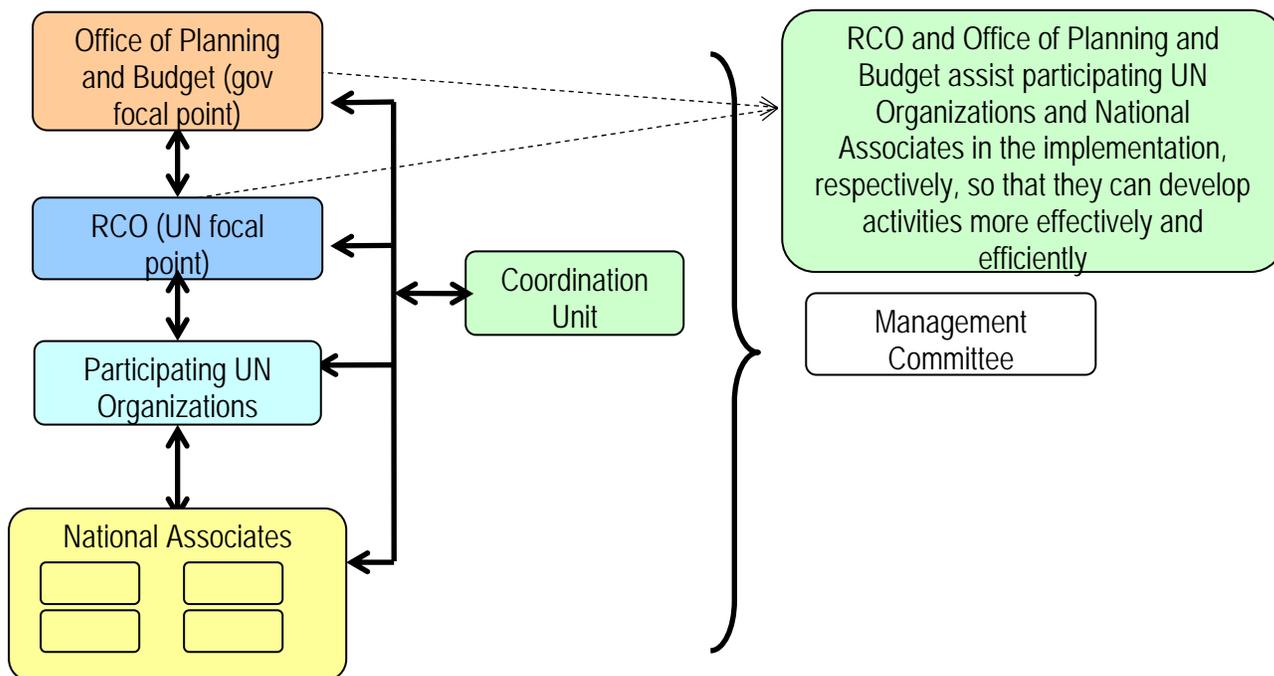
### **2.3. Management Committees**

Each joint project financed through the One UN Coherence Fund has a Management Committee.

#### **2.3.1. Members:**

The management committee is composed of representatives of the participating UN Organizations in each joint project and the project's national associates in the implementation. The OPP and the RCO are members of the committee as representatives of the One UN Steering Committee.

**Chart 2. Composition of a Management Committee.**



### 2.3.1. Competency:

- Prepare the global and periodic work plans as well as disbursement requests based on a corresponding chronogram of execution.
- Establish the mechanisms of supervision, control and monitoring of activities.
- Act as a point of coordination between the different participating UN Organizations and the national associates in the implementation.
- Ensure the implementation of the activities and share reports and outputs identified in the joint project documents.
- Manage the progress of the joint project in achieving its established goals.
- Assist the Resident Coordinator in the formulation of reports related to each joint project.

### 2.3.2. Secretariat:

The joint project's coordinator (as part of the Coordination Unit) performs the functions of secretariat for the Management Committee.

## **2.4. Administrative Agent**

UNDP has been appointed as the AA of the Uruguay One UN Coherence Fund. On behalf of the participating UN Organizations, and in accordance with the “Protocol of the Administrative Agent for Multi Donor Trust Funds and Joint Programmes, and One UN Funds”, the UNDP MDTF Office performs the full range of AA-functions. The Executive Coordinator of the MDTF Office has delegated certain AA-functions to the UNDP Country Director in Uruguay. The responsibilities of the AA include:

1. Receipt of contributions from donors.
2. Administration of funds received.
3. Disburse funds to each participating UN Organization in accordance with instructions from the Steering Committee/Resident Coordinator (on behalf of the Steering Committee).
4. Consolidate statements and reports, based on submissions provided to the AA by each participating UN Organization.
5. Provide final reporting, including notification that the One UN Coherence Fund has been operationally completed.
6. Disburse funds to any participating UN Organization for any additional costs of the task that the Steering Committee may decide in accordance with the TOR/Joint Programme Document/One UN Programme.

## **3. Criteria for the Allocation of Resources**

The criteria for the allocation of resources of the joint projects developed with support from the Uruguay One UN Coherence Fund under the framework of the One UN Programme 2007/2010 in Uruguay are as follows:

1. The project should contribute to the achievement of at least one of the Millennium Development Goals in Uruguay, according to the established objectives for the country.
2. The project should be related with one of the “National Priorities” agreed between the Government and the United Nations System in Uruguay in the United Nations Development Assistance Framework (UNDAF) 2007/2010.
3. The project should contribute to the achievement of one of the four Direct Outcomes established in the UNDAF and in the One UN Programme.
4. The project should contribute to the achievement of one of the established outputs in the “Outputs and resource matrix” contained in the One UN Programme.
5. The project should have incorporated – from the perspective of rights – at least one of the three cross-cutting issues of the UNDAF: gender, human rights, and community development.
6. The project should also address one of the three cross-cutting strongholds of the Government, “strategies for development and democratic transformation of the State”, “decentralization and citizen participation”, and “overcoming poverty, inequalities and inequities.”

7. The project should also apply one of the three complementary “intervention modalities” established in the One UN Programme:
  - a. Support for the design, execution and evaluation of public policies,
  - b. Support for capacity building, and
  - c. Implementation of “pilot” experiences in the territory.

## 4. Criteria for Disbursements

The initial disbursement from the Uruguay One UN Coherence Fund to the Executing Agencies within a joint project (along with the national associates in the implementation) and the subsequent disbursements are released at six-month intervals placing emphasis on the monitoring and spending of funds as well as the achievement of the joint programme’s outputs through the planned activities in the Annual Work Plan.

Due to the fact that the One UN Coherence Fund is still in the process of mobilizing the needed resources to fully fund the approved joint projects, it generated the need to create performance based criteria for the subsequent disbursements. This has fostered collaborative work between the participating UN Organizations as well as the national associates in the implementation to ensure the execution of the joint projects. Better performing joint projects receive funding while under performing joint projects will either have to rapidly address weaknesses and strengthen capacities to deliver or phase out.

Subsequent disbursements, to the initial disbursement, abide to an evaluation by the Coherence Fund Steering Committee on the level of advancement of the joint project. Such evaluation is conducted employing the established programmatic and financial criteria.

## 4.1. Programmatic Criteria

To receive the second disbursements, following requirements are met:

**Table 1. Programmatic criteria for subsequent disbursements.**

Programmatic levels for the Joint Project	Criteria
Outcomes and Outputs	Using a five-level ordinal scale (“very high”, “high”, “medium”, “low”, and “very low”), the Management Committee of each joint project (with the support from OPP and the RCO <sup>4</sup> ) evaluates the degree of advancement of the expected “outcomes” and “outputs” for the semester for which the disbursement was allocated in the “Annual Work Plan.” A minimum qualification of “high” is required, relating to the achievement of “outcomes” and “outputs” to receive the second disbursement.
Activities	Using a scale, similar to the one above, the Management Committee for the joint project, with the support from OPP and RCO, reviews the achievement in the execution of activities. A minimum qualification of “high” is required to receive the second disbursement.

For subsequent disbursements, the Management Committee of each joint project approves a monitoring and evaluation system that specifies indicators for activities, outputs, and results that are the basis to determine the degree of advancement in each joint project. Based on the degree of advancement, the Coherence Fund Steering Committee determines the criteria for the respective disbursements.

The programmatic evaluation is based on the “Project Monitoring Framework” included in Section 9 “Monitoring, evaluation and reporting”. The monitoring and evaluation framework shows the indicators and the goals to achieve for each of the expected “outcomes” and “outputs”. The framework may be adjusted or updated by the Management Committee of each joint project to ensure that it incorporates any potential changes made to the “outcomes”, “outputs”, or “activities”.

The evaluation seeks to determine the level of advancement in the achievement of the “outcomes” and “outputs”. For the “activities”, the review seeks to determine if these have been executed according to the established chronogram and within the assigned budget. When the execution of the “activities” has deviated on any of these two aspects, as described in the joint project document, the Management Committee responsible for the joint project explains to the Co-chairs of the Coherence Fund Steering Committee the reasons that generated the deviation.

<sup>4</sup> See: Paragraph 7.1, One UN Programme 2007-2010 *Building capacities for development* between the Government of Uruguay and the United Nations System in Uruguay.

## 4.2. Financial Criteria

For each of the joint projects, being financed through the Uruguay One UN Coherence Fund, the participating UN Organizations spend and/or commit (exclusively understanding by “commitment” those funds associated with signed contracts) by the end of six months that follow the initial disbursement, at least 70 (seventy) percent of the transferred funds. The 70 percent is calculated over the total funds received excluding the funds for “administrative cost recovery” (7 percent).<sup>5</sup>

If the 70 percent minimum threshold is met, the Agencies may request the second disbursement from the AA and with approval from the Management Committee of the respective joint project. The disbursement is transferred, in full, as long as there are available funds in the Uruguay One UN Coherence Fund by the date that the request is approved by the Coherence Fund Steering Committee co-chairs. When one or more disbursement requests are received that exceed the available funds in the Uruguay One UN Coherence Fund, the amount(s) to disburse is proportionally approved according to the available funds.<sup>6 7</sup> When additional funds are deposited into the Uruguay One UN Coherence Fund and there continue to be disbursement requests that have not been fully awarded, the newly available funds are distributed proportionally to all pending requests.

If the 70 percent minimum threshold is not met, the Agencies (along with the national associates in the implementation) have one or, at a maximum, two “grace periods” to achieve the established level of spending or commitment according to the different scenarios presented in the table below. Under no circumstances do grace periods exceed more than 11 months, counting from the date of initial disbursement, to reach the 70 percent threshold of spending or commitment.

If the 70 percent minimum threshold of spending or commitment is not met by the end of the semester following the initial disbursement, the Resident Coordinator and the Agency that received the funds explore, with the approval of the Management Committee of the joint project in question, the possibility of gathering support from the other Agency(ies) to ensure the achievement of the required level of spending or commitment within the allowed “grace periods”.

If the 70 percent minimum threshold according to the different scenarios presented in the table below, then the Agency that received the funds is requested to return to the Uruguay

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<sup>5</sup> For example, for joint project G, UNFPA received the first disbursement amount of USD 200,400 on June 26, 2008 for programmatic use (excluding the 7 percent administrative cost recovery); to be able to request the second disbursement, it has to have spent or committed a minimum of USD 140,280 by December 26, 2008 (70 percent of the first disbursement that was given for programmatic use). UNIFEM, which is also an executing Agency in the joint project G, received the first disbursement amount of USD 143,800 on July 8, 2008 for programmatic use (excluding the 7 percent administrative cost recovery); to be able to solicit the second disbursement, it has to have spent or committed a minimum of USD 100,660 by January 8, 2009 (70 percent of the first disbursement that was given for programmatic use).

<sup>6</sup> For example, if at the time a disbursement(s) is(are) requested the Administrative Agent estimates that the available funds in the Uruguay One UN Coherence Fund represent 0.5 (50 percent) of the total amounts requested, then each Agency receives 50 percent of the requested funds.

<sup>7</sup> During the period of execution of the One UN Programme and the UNDAF, 2007-2010, there is a reserve of USD 100,000.00 in the Uruguay One UN Coherence Fund to address unforeseen circumstances that may require a special allocation of funds to a project in order to guarantee its execution. The allocation of these funds is determined by the Coherence Fund Steering Committee. If these reserve funds have not been utilized by July 30, 2010, they will be executed during the last semester of the One UN Programme and the UNDAF. Except as stated in the previous sentence, this reserve is not being included in the available resources of the “One UN Coherence Fund” when approving disbursement requests by the Agencies.

One UN Coherence Fund, through the AA, the funds corresponding to the initial disbursement which have not been committed to date. Those funds are reallocated by the Coherence Fund Steering Committee<sup>8</sup>, aiming at completing the activities that have been under-executed while maintaining the internal coherence of the joint project to which they belong. If it is agreed that those funds should not be used for funding the under-executed activities, the funds are then redistributed to the other joint projects being financed through the Uruguay One UN Coherence Fund or other programmatic activities of the One UN Programme.

The Agencies that are in the situation described in the paragraph above are requested as well to reimburse the corresponding funds received for administrative cost recovery (7 percent), according to the following rule: funds received for administrative cost recovery multiplied by the proportion of the unspent or un-committed funds over the total amount of funds received by the Agency for the development of activities (“Total activities without administrative cost recovery”).<sup>9</sup>

If an Agency and its national associates in the implementation are able to spend or commit, during the first or second “grace periods”, a minimum of 70 percent of the funds assigned, then it is able to request the total second disbursement, applying the conditions established above.

Grace periods only apply to the initial disbursement. From the second disbursement onwards, no “grace periods” are approved; this means that to be able to request the third and following disbursements a minimum of 70 percent of the previous disbursement must be spent or committed. Furthermore and except for the disbursement being spent, for an agency to be able to request the third and subsequent disbursements, it needs to have spent the totality of the funds transferred in all other prior disbursements.<sup>10</sup>

Beginning on the second disbursement, the 70 percent minimum threshold of spending and/or commitment is calculated over the total resources made available for the joint project (that is over the sum of the amounts received by the Agencies for executing activities during the corresponding semester with the national associates in the implementation [Ministries, State organisms, Departmental Governments, etc.]) and not over the disbursement made to each Agency within the joint project. This way, a stimulus is created for all participants to make commitments in the joint project – Agencies and State organisms – and with its execution as a whole; discouraging the focus of only working on the activities assigned to each participant. Subsequently, a greater internal coherence is sought for the development of the joint projects.

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<sup>8</sup> Paragraph 6.9 of the “One UN Programme: *Building capacities for development*” states: “The RC is responsible for the strategic leadership and the ultimate allocation decisions of the One UN Coherence Fund.”

<sup>9</sup> If an agency received USD 100,000 to execute activities in a semester and USD 7,000 for administrative cost recovery, and at the end of the “grace period” has been able to spend or commit less than 50 percent of the funds received to develop the activities, it is then requested to return USD 50,000 of the funds received for spending and USD 3.500 of the funds received to recover “management fees”.

<sup>10</sup> This means that for an agency to be able to request the third disbursement, it has to fulfill the following two conditions: 1) have spent and/or committed at least 70 percent of the resources of the second disbursement by the end of a period of six months after disbursement; and 2) have spent, by the end of that same period, 100 percent of the resources corresponding to the initial disbursement (that is to say, the balance of up to 30 percent of such disbursement). For an Agency to be able to request the fourth disbursement it has to have spent and/or committed at least 70 percent of the third disbursement within the semester after the date of reception and have spent within that period 100 percent of the second disbursement. Finally, in order to request the fifth disbursement –only corresponding to some joint projects financed by the Uruguay One UN Coherence Fund – it has to have spent and/or committed 70 percent of the fourth disbursement and have spent within that same period 100 percent of the third.

**Table 2. Financial conditions to request the 2nd disbursement for the Joint Projects financed through the Uruguay One UN Coherence Fund.**

Months 1 to 6 (initial disbursement)	Months 7 to 9	Months 10 to 11
I) Reaches <b>spending and/or commitment of 70% or more.</b>	<b>Obtains 2nd disbursement</b>	
II) Spends and/or commits <b>between 50% and 69.9%.</b>  <b>Is given the 1st. "grace period" of 3 months</b>	II.1) Within the 1st. "grace period", reaches spending and/or commitment of <b>70% or more.</b>	<b>Obtains 2nd disbursement</b>
	II.2) By the end of the 1st. "grace period", maintains a level of spending and/or commitment <b>between 50% and 69.9%.</b>  <b>Is given a 2nd. "grace period" of 2 months</b>	II.2.1) Within the 2nd. "grace period", reaches <b>spending and/or commitment of 70% or more.</b>  <b>Obtains 2nd disbursement</b>
		II.2.2) By the end of the 2nd. "grace period", it still maintains a level of spending and/or commitment <b>below 70%.</b>  <b>Is requested to return the non-committed funds to the "Coherence Fund"</b>
III) Spends and/or commits <b>less than 50%.</b>  <b>Is given the 1st. "grace period" of 3 months</b>	III.1) Within the 1st. "grace period", reaches spending and/or commitment of <b>70% or more.</b>	<b>Obtains 2nd disbursement</b>
	III.2) By the end of the 1st. "grace period", maintains a level of spending and/or commitment <b>between 50% and 69.9%.</b>  <b>Is given a 2nd. "grace period" of 2 months</b>	III.2.1) Within the 2nd. "grace period", reaches spending and/or commitment of <b>70% or more.</b>  <b>Obtains 2nd disbursement</b>
		III.2.2) By the end of the 2nd. "grace period", it still maintains a level of spending and/or commitment <b>below 70%.</b>  <b>Is requested to return the non-committed funds to the "Coherence Fund"</b>
	III.3) By the end of the 1st "grace period", it still maintains a level of spending and/or commitment <b>less than 50%.</b>	<b>Is requested to return the non-committed funds to the "Coherence Fund"</b>

## 5. Project Approval Status

During the reporting period, 11 joint projects were approved for a programmed total of USD 10,492,582. The projects are being executed as part of the One UN Programme (2007-2010); and do not go beyond 31 December 2010. The majority of the projects have an 18-month period of performance ending on 31 December 2009. Eleven participating UN Organizations are Executing Agencies. Table 3 shows the approved projects, the participating UN Organizations, and the approved budgets.

**Table 3. Approved joint projects and budgets.**

Joint project	Executing agencies	Approved budget (USD)
Project A: Institutional Strengthening for the design of economic development strategies: country international insertion and long term energy policies development.*	UNIDO	481,500
Project B: Technical assistance for the design of public policies that promote sustainable production and employment.*	FAO, UNEP, UNIDO	1,166,086
Project C: Development of instruments for monitoring the environment and territory.*	UNEP, UNESCO	621,670
Project D: Design and implementation of pilot projects that promote development throughout the country.*	FAO, ILO, UNDP, UNICEF	1,334,611
Project E: Support to the policies for social integration and food security.*	FAO, UNDP	668,750
Project F1: Support for the strengthening of education policies.**	UNESCO, UNICEF	513,600
Project F2: Support for the strengthening of public institutions that work in the social area.**	ILO, UNFPA, UNOPS	1,391,000
Project G: Support for the public policies for the reduction of inequities of gender and generations.*	UNFPA, UNIFEM	1,284,000
Project H: Support of the modernization processes of public management as part of the democratization of the State and the promotion of citizens' rights.*	IOM, UNDP	1,960,508
Project I: Support for the decentralization processes and promotion of citizen participation as part of the reform of the State.*	UNDP, UNESCO	775,751
Project J: Strengthening the capacities of civil society organizations in Uruguay.†	UNDP, UNESCO, UNFPA	295,106
<b>Total</b>		<b>\$ 10,492,582</b>

\* Approved by the Coherence Fund Steering Committee on 15 May 2008.

\*\* Approved by the Coherence Fund Steering Committee Co-chairs (Resident Coordinator and Director of OPP) on 28 July 2008.

† Approved by the Coherence Fund Steering Committee on 17 December 2008.

## **5.1. Project Implementation Status**

The initial 10 joint projects approved began execution during the second semester of 2008. The earliest (project G) began in June and the latest (project F2) began in September. A status report is not provided for project J because it was approved in late December, and no activities had taken place in 2008. Below are extracts of the achievements and results by each of the joint projects according to their narrative annual reports. See Annexes 1 – 10 for each detailed narrative report.

- **Project A: “Institutional strengthening for the design of economic development strategies: country international insertion and long term energy policies development.”**
  - Technical assistance was provided in the form of development diagnostics, international expert missions, training for Ministry of Industry staff, etc.
  - The technical assistance contributed to 1) the implementation of a “National Energy Strategy 2030”; 2) the “Building of a country image positioning in the world”; 3) the “Institutional strengthening to stimulate foreign direct investment”; and 4) the “Institutional strengthening to protect intellectual property”.
  
- **Project B: “Technical assistance for the design of public policies that promote sustainable production and employment.”**
  - Support was provided for the design and implementation of the “Observatory for the analysis of business structure and dynamics”.
  - The “Unit of recuperated enterprises” was developed within the Ministry of Labour and Social Security.
  - The “Advisory Committee of the Forestry Inventory” was installed. Technical assistance and equipment improvement were provided.
  
- **Project C: “Development of instruments for monitoring the environment and the territory.”**
  - Workshops were held on the management of the Spatial Data System, the elaboration of emergency plans, and the design of inter-institutional protocols.
  - Over 70 experts and staff from 27 governmental and non-governmental organizations participated in a workshop to discuss the “environmental, socio-economic, and land use indicators.”
  - Over 70 experts and staff of 22 national and municipal government organizations participated in an inter-agency workshop on the “design of indicators of sustainable development and their use in decision making”

- **Project D: “Design and implementation of pilot projects that promote development throughout the country.”**
  - Workshops were held to train technical government staff to facilitate temporary “decent housing solutions” in three Departments.
  - A sensibility campaign was conducted to promote and disseminate the decent housing solutions programme.
  - A publicity campaign was conducted to promote the Early Childhood Development through television programs, internet and graphic materials.
  - A seminar was held on the “MDGs at the local level”; more than 120 representatives from 25 municipal governments in the country participated.
  - Communities that have problems accessing water for human consumption were supported in coordination with the State Public Waterworks (OSE for its acronym in Spanish) and the Departments of Cerro Largo, Rivera and Tacuarembó.
  
- **Project E: “Support to the policies for social integration and food security.”**
  - Technical assistance was provided for the implementation of a “food security observatory” with the National Food Institute. For this purpose, international experts were contracted, six workshops throughout the country were held to disseminate knowledge on the indicators, and an information system was designed to manage the available data.
  - Technical assistance was provided to strengthen the programme Uruguay Integra of the Ministry of Social Development.
  
- **Project F1: “Support for the strengthening of education policies.”**
  - Technical assistance was provided for the design of a National Education Plan: diagnostic assessments were drafted.
  - Workshops were held to train educators from the National Administration for Public Education in the prevention of violence in education centres.
  
- **Project F2: “Support for the strengthening of public institutions that work in the social area.”**
  - Capacities were built among youth that work in preventing the consumption of drugs.
  - Technical assistance was provided to the Office of Planning and Budget to create a “Unit for the evaluation of public policies.”
  - An “Institute for the studies on Social Security, Health and Nutrition” was supported with infrastructure improvements and supplying needed equipment.
  - The installation of a “Centre for evaluating bio-availability and bio-equivalency of medicines” was supported through the identification and procurement of equipment needed for the laboratory’s operations.

- **Project G: “Support for the public policies for the reduction of inequities of gender and generations.”**
  - Non-governmental Organizations were invited to present proposals to manage a Fund to support micro-projects created by groups of women in 9 of the 19 Departments throughout the country. The fund would also strengthen local policies with a gender perspective.
  - Technical personnel from the National Institute for Women were trained to provide assistance to women that are victims of domestic violence.
  - A campaign on gender equality at home was conducted; it reached approximately one million Uruguayan households.
  - 320 teachers from the primary, secondary, and teacher training programmes participated in workshops on how to conduct sexual education.
  - The Legislative Branch’s website *Parlamenta* was updated and strengthened to incorporate the gender perspective.
  - Three workshops were held to train the human resources section of the National Statistics Institute on incorporating the gender perspective in the development of statistics.
  
- **Project H: “Support of the modernization processes of public management as part of the democratization of the State and the promotion of citizens’ rights.”**
  - A Centre for Citizen Assistance was installed in the area of Tranqueras (Department of Rivera) to facilitate citizen access to administrative services. Another two centres were also planned, and their opening is scheduled to take place in 2009 in Barrios Blancos (Department of Canelones) and Ciudad del Plata (Department of San Jose).
  - Technical assistance was provided for human resources training, international missions, software update in order to: 1) improve the mechanisms of providing citizen identification cards; 2) strengthen the strategic capabilities for the State to channel international cooperation in an efficient manner; 3) strengthen State institutions to manage internal migrations; and 4) improve the connections with the Uruguayan diaspora.
  
- **Project I: “Support for the decentralization processes and promotion of citizen participation as part of the reform of the State.”**
  - A national summit was held on the exchange of experiences that involve civil society; about 450 representatives from 84 municipal localities and 21 local councils participated.
  - 37 workshops were held in several places throughout the country with the aim of strengthening the spaces for citizen participation throughout the country; these workshops were held in conjunction with the Ministry of Education and Culture.
  - 370 historic publications were restored and maintained for the Ministry of Foreign Affairs.
  - Adaptation and modernization of a virtual communication system (web pages, database) were conducted. A website was developed and updated its database. 3,000 companies in the country have access to updated data for accessing State dependencies, exporters, importers, local government and diplomatic missions of the Republic abroad.

## 5.2. Programmatic Results

All the projects financed through the Uruguay One UN Coherence Fund began their implementation in 2008; for that reason, it is too early to determine the actual impact at the moment on the intended policies, institutions and beneficiaries. In general, the expected results from the joint projects approved are:

- **Project A: “Institutional strengthening for the design of economic development strategies: country international insertion and long term energy policies development.”**
  1. National Energy Strategy 2030 developed.
  2. Market access, competitiveness, and country’s image at the international level improved.
  3. Institutions strengthened for the acquisition of foreign direct investment.
  4. Institutions strengthened on the protection of intellectual property.
- **Project B: “Technical assistance for the design of public policies that promote sustainable production and employment.”**
  1. Technical information and inputs generated for the design of mechanisms that enhance strategic productive production for the long run.
  2. Information and inputs generated for the improvement of policies directed to the sustainable management of forest resources.
  3. Information, inputs, and capacity created for the generation and implementation of a policy that supports the recovery of businesses, job creation, and restructure of production.
  4. Capacity generation for the implementation of a Guarantee Fund for the “Red C3” through the implementation and evaluation of a pilot process.
  5. Diagnostic and development strategy for the cooperative sector elaborated and disseminated.
  6. Technical information and inputs generated for the design of mechanisms that enhance strategic productive production with an environmental basis for the long run.
- **Project C: “Development of instruments for monitoring the environment and the territory.”**
  1. Generation, update, and strengthening of databases corresponding to spatial data of infrastructure.
  2. Creation of a national system of environmental indicators with emphasis on indicators that monitor the socio-environmental and territorial situation along the coastline.
  3. Strengthening of the National Emergency System.
- **Project D: “Design and implementation of pilot projects that promote development throughout the country.”**
  1. Strengthening the capacities of local governments (Departments/Municipalities) and organizations along Route 5, geared toward promoting development of sustainable tourism.

2. Strengthening the capacities of local stakeholders of the society in the execution of projects geared toward promoting social development through a strategy of healthy communities.
  3. Strengthening the capacities of local government (Montevideo) and organizations for the monitoring and achievement of MDGs, according to the priorities identified in the Action Plan for the achievement of MDGs in Montevideo.
  4. Strengthening of the capacities of local stakeholders of society in the Northeast of the country for the execution of projects that develop sustainable production.
  5. Strengthening of the capacities of State and social organizations in bringing dignified housing solutions as a channel of access to health, education, employment, and social security.
- **Project E: “Support to the policies for social integration and food security.”**
    1. Support the Equality Plan.
      - 1.1 Conduct workshops that improve literacy, mathematics skills, expand knowledge of human rights, and improve employability for targeted group.
      - 1.2 Conduct community activities with workshop participants.
      - 1.3 Participants engage in organized courses by the University of Labor of Uruguay (UTU) to gain job skills.
    2. Develop policies that promote food security in the country.
      - 2.1 Implement an information system on nutritional food security.
      - 2.2 Install a food security observatory
  - **Project F1: “Support for the strengthening of education policies.”**
    1. Elaboration of a National Education Plan.
    2. Prevention of violence and emerging risks in education centres.
  - **Project F2: “Support for the strengthening of public institutions that work in the social area.”**
    1. Creation of an “Institute for the study of social security, health and administration”.
    2. Support for the public institutions in charge of administering housing solutions for retired and pensioner people with low income.
    3. Installation of a “Centre of biodisponibility and bioequivalency of medicines”.
    4. Creation of a “Unit of prospective evaluation for public policies”.
    5. Strengthening for the community and for the centres of primary assistance for addressing the problems of drugs, investigation, diagnostics, campaigns, training of trainers, prevention programmes, strengthening of health centres of the penitentiaries, and strengthening of community and youth promoters to conduct activities in the prevention of drug consumption.
  - **Project G: “Support for the public policies for the reduction of inequities of gender and generations.”**
    1. Strengthen in the implementation of the First National Plan of Equality of Rights and Opportunities.
    2. Strengthen of the institutionalism of gender in the structures, procedures and practices of the Uruguayan Parliament.

3. Institutional strengthening of the National System of Statistics oriented to the development of information on gender and generation.
  4. Mainstreaming rights and gender oriented sexual education within education and training processes for children and adolescents, within the process of decentralization.
- **Project H: “Support of the modernization processes of public management as part of the democratization of the State and the promotion of citizens’ rights.”**
    - 1.1 Creation of new systems that improve the functioning of the public administration and enhancement of access to information and ease transactions.
    - 1.2 Improving the mechanisms of identifying the population in the country.
    - 1.3 Strengthening the strategic capacity of the State to channel international cooperation efficiently.
    - 2.1 Strengthening the State institutions on managing internal migrations.
    - 2.2 Improving the connection with the Uruguayan diaspora.
  - **Project I: “Support for the decentralization processes and promotion of citizen participation as part of the reform of the State.”**
    - 1.1 The coordination of social public policies throughout the country has been strengthened by 2010.
    - 1.2 The capabilities of the Ministry of Foreign Affairs related to the promotion of commerce and investment by implementing local Government initiatives and supporting the formation of diplomatic personnel have been strengthened by 2010.
    - 1.3 The coordination of public policies that promote social integration and citizenship throughout the country has been strengthened by 2010.
    - 2.1 The participation by citizens in the identification of priorities for the social policies throughout the country has been strengthened by 2010.
    - 2.2 The spaces for citizen participation throughout the country have been supported by 2010.
    - 2.3 By 2010, the link between Parliament and the community, in particular local governments and youth throughout the country, has been strengthened.

### ***5.3. Projects in the Pipeline***

Three additional joint projects are being considered for funding by the One UN Coherence Fund. The first project addresses environmental vulnerabilities and sustainability in Uruguay; it will assist in the development of policies for sustainable development, climate change and risk minimization. The second project being considered aims at strengthening the country’s prisons and other detention centres as well as protecting the Human Rights of the people held within them. The third project, will seek to promote and institute policy debates and roundtables to address current policy related issues such as: penitentiary system reform, climate change adaptation and mitigation, food security, census 2010, conference on mid-development countries and their role on international cooperation, and UN reform. It is expected that these projects be developed through 2009.

## 6. Financial Performance

### 6.1. Sources, Uses and Balance of Uruguay One UN Coherence Fund

During the reported period (1 January 2008 to 31 December 2008), the Uruguay One UN Coherence Fund received two tranches of contributions from Spain totalling USD 5.2 million. In December 2007, the Fund also received a contribution from Netherlands and earned interest income of USD 1.85 million approximately. In total, the fund had approximately USD 7.2 million available for funding projects and AA fees. Approximately USD 4.26 million was disbursed to executing agencies and in AA fees. An emergency reserve was established of USD 100,000. Table 4 summarizes the source and use of funds as of 31 December 2008. Apart from donor contributions, the Uruguay One UN Coherence Fund earned USD 23,754 in 2007 and USD 119,495 in 2008. The AA fee of USD 70,308 is 1 percent of the total funds deposited. At the end of the reporting period, approximately USD 2.84 million was available for financing the joint projects.

**Table 4. Sources, uses and balance of the Uruguay One UN Coherence Fund.**

Item	Previous period up to 31 Dec 2007 (USD)	Current period Jan to Dec 2008 (USD)	Total (USD)
<b>Source of funds</b>			
Gross donor contributions	1,830,771	5,200,000	7,030,771
Fund earned interest income	23,754	119,495	143,249
Agency earned interest income	--	17,234	17,234
<b>Total source of funds</b>	<b>1,854,525</b>	<b>5,336,729</b>	<b>7,191,254</b>
<b>Use of funds</b>			
Transfer to executing agencies from donor contribution	--	4,185,992	4,185,992
Transfer to executing agencies from fund-earned interest	--	--	--
Transfer to executing agencies from agency-earned interest	--	--	--
Refund of unutilized balances on closed projects by executing agencies	--	--	--
<i>Sub-total transfers/refunds to/from executing agencies</i>	--	4,185,992	4,185,992
Administrative Agent fees	--	70,308	70,308
Direct costs (support to Steering Comm/Secretariat)	--	--	--
Other expenditure from fund interest	--	--	--
Other expenditure from agency interest	--	--	--
Bank charges	--	--	--
<b>Total use of funds</b>	--	<b>4,256,300</b>	<b>4,256,300</b>
<b>Subtotal balance of funds available</b>	<b>1,854,525</b>	<b>1,080,429</b>	<b>2,934,954</b>
<b>Emergency Reserves</b>	--	<b>100,000</b>	<b>100,000</b>
<b>Balance of funds available for programming</b>	<b>\$ 1,854,525</b>	<b>\$ 980,429</b>	<b>\$ 2,834,954</b>

## 6.2. Donor Contributions

The Fund has received contributions from two donors, Norway and Spain. Norway deposited its contribution in December 2007; whereas, Spain deposited its first contribution of USD 2.6 million in January 2008 and its second contribution of USD 2.6 million in December 2008. All deposited contributions to the Uruguay One UN Coherence Fund are un-earmarked.

**Table 5. Donor deposited contributions to the Uruguay One UN Coherence Fund.**

Donor	Previous period up to 31 Dec 2007 (USD)	Current period Jan to Dec 2008 (USD)	Total (USD)
Norway	1,830,771	--	1,830,771
Spain	--	5,200,000	5,200,000
<b>Total</b>	<b>1,830,771</b>	<b>5,200,000</b>	<b>\$ 7,030,771</b>

## 6.3. Transfer of Funds to Executing Agencies

During the reported period, the first tranche of disbursements were approved by the Resident Coordinator for the initial 10 joint projects (project J was approved in late December 2008 and it did not receive its first disbursement until 2009). The first tranche approximately totalled USD 3.32 million and financed activities that were implemented during the second semester of 2008. The second tranche of disbursements began in December 2008 and concluded in March 2009. For the reported period, the second tranche disbursements totalled USD 862,458. The remaining approved budget of the joint projects that had not been disbursed by the end of the reporting period was approximately USD 6.31 million.

It is important to note that for the first USD 3.32 million tranche of disbursements, the Fund only had USD 4.43 million available. This means that the Fund disbursed about 75 percent of its funds for that tranche. After the entire second tranche of disbursements were completed (April 2009), the Fund had disbursed a total of USD 6.34 million of the USD 7.05 million available (89 percent).

**Table 6. Funds Transferred, by Joint Project, Reporting Period, and Agency.\***

<b>Joint project and executing agencies</b>	<b>Funds disbursed in first tranche (up to 30 September 2008) USD</b>	<b>Funds disbursed in second tranche (up to 31 December 2008) USD</b>	<b>Total funds disbursed in 2008 USD</b>	<b>Remaining approved budget but not disbursed USD</b>
Project A: Institutional Strengthening for the design of economic development strategies: country international insertion and long term energy policies development. UNIDO	213,385 213,385		213,385 213,385	268.115 268.115
Project B: Technical assistance for the design of public policies that promote sustainable production and employment. FAO UNEP UNIDO	270,988 115,357 8,025 147,606		270,988 115,357 8,025 147,606	895.098 236.673 34.026 624.399
Project C: Development of instruments for monitoring the environment and territory. UNEP UNESCO	217,788 73,766 144,022		217,788 73,766 144,022	403.882 146.333 257.549
Project D: Design and implementation of pilot projects that promote development throughout the country. FAO ILO UNDP UNICEF	468,553 91,913 74,044 202,337 100,259		468,553 91,913 74,044 202,337 100,259	866.058 208.116 87.526 470.050 100.366
Project E: Support to the policies for social integration and food security. FAO UNDP	205,948 24,610 181,338	257,415 52,002 205,413	463,363 76,612 386,751	205.387 0 205.387
Project F1: Support for the strengthening of education policies.  UNESCO UNICEF	101,463  78,351 23,112		101,463  78,351 23,112	412.137  315.302 96.835

Joint project and executing agencies	Funds disbursed in first tranche (up to 30 September 2008) USD	Funds disbursed in second tranche (up to 31 December 2008) USD	Total funds disbursed in 2008 USD	Remaining approved budget but not disbursed USD
Project F2: Support for the strengthening of public institutions that work in the social area. ILO UNFPA UNOPS	660,672 153,599 74,365 432,708	24,086  24,086	684,758 153,599 98,451 432,708	706,242 560,176 141,037 5,029
Project G: Support for the public policies for the reduction of inequities of gender and generations. UNFPA UNIFEM	368,294 214,428 153,866	337,157 270,175 66,982	705,451 484,603 220,848	578,549 455,296 123,253
Project H: Support of the modernization processes of public management as part of the democratization of the State and the promotion of citizens' rights. IOM UNDP	511,888 294,004 217,884	243,800 243,800	755,688 537,804 217,884	1,204,820 462,934 741,886
Project I: Support for the decentralization processes and promotion of citizen participation as part of the reform of the State. UNDP UNESCO	304,555 207,452 97,103		304,555 207,452 97,103	471,196 271,074 200,122
Project J: Project J: Strengthening the capacities of civil society organizations in Uruguay. † UNDP UNESCO UNFPA	N/A N/A N/A N/A		N/A N/A N/A N/A	295,106 120,696 48,150 126,260
<b>Total disbursed</b>	<b>\$ 3,323,534</b>	<b>\$ 862,458</b>	<b>\$ 4,185,992</b>	<b>\$ 6,306,590</b>

\* No funds were disbursed in 2007; therefore all reported disbursements were made within the reporting period. The disbursements were approved by the Resident Coordinator as the ultimate decision maker on the use of resources of the Fund.

† Project J was approved by the Coherence Fund Steering Committee on 17 December 2008; therefore, no disbursements were made in the reporting period.

#### **6.4. Funds Spent or Committed by the Joint Projects**

As indicated in the “Disbursement Criteria” section of this report, each joint project needs to meet the programmatic and financial conditions to qualify for a subsequent disbursement. The programmatic condition is assessed by the Coherence Fund Steering Committee with the recommendation from each joint project’s Management Committee. The financial condition is to have expended or committed at least 70 percent of the provided funds.

To determine eligibility for the second tranche of disbursements for each joint project, the evaluation was carried out at the participating UN Organization level. The evaluation for the third tranche and onwards, will be conducted at the overall joint project level.

Table 7, shows the level of expenditure or commitment in each of the joint project as a whole for the first tranche. Commitment is understood as signed contracts that have not been fulfilled, and whose funds have been set aside for spending. The overall level of execution (expenditure of funds by participating UN Organizations) received in the first tranche is 72 percent.

The Steering Committee for the Uruguay One UN Coherence Fund bases its decision on subsequent disbursements on expenditure and commitment levels made by the participating UN Organizations within very short periods of time following the disbursements (less than six months). For this reason, the Steering Committee relies on information provided by the participating UN Organizations at the local level.

**Table 7. Total spent or committed for the first tranche by joint project.**

Project title *	Executing agencies	Associated agencies	Disbursed for first tranche		
			Amount in USD	Total expenditure or commitment <sup>#</sup>	Percentage
Project A: Institutional Strengthening for the design of economic development strategies: country international insertion and long term energy policies development	UNIDO	FAO, UNDP, UNEP, UNESCO, UNWTO	213,385	159,165	75%
Project B: Technical assistance for the design of public policies that promote sustainable production and employment	FAO, UNEP, UNIDO	ECLAC, ILO, UNDP	270,988	234,394	86%
Project C: Development of instruments for monitoring the environment and territory	UNEP, UNESCO	FAO, IOM, PAHO/WHO, UNDP	217,788	180,410	83%
Project D: Design and implementation of pilot projects that promote development throughout the country	FAO, ILO, UNDP, UNICEF	ECLAC, IFAD, PAHO/WHO, UNAIDS, UNEP, UNESCO, UNFPA, UNIFEM	468,553	314,299	67%
Project E: Support to the policies for social integration and food security	FAO, UNDP	ILO, PAHO/WHO, UNESCO, UNFPA, UNIFEM	205,948	173,508	84%
Project F1: Support for the strengthening of education policies	UNESCO, UNICEF	UNAIDS, UNFPA y UNIFEM	101,463	88,514	87%
Project F2: Support for the strengthening of public institutions that work in the social area	ILO, UNFPA, UNOPS	PAHO/WHO, UNAIDS, UNDP, UNIFEM, UNODC	660,672	214,107	32%
Project G: Support for the public policies for the reduction of inequities of gender and generations	UNFPA, UNIFEM	ECLAC, FAO, ILO, IOM, PAHO/WHO, UNAIDS, UNDP, UNICEF, UNESCO	368,294	309,813	84%
Project H: Support of the modernization processes of public management as part of the democratization of the State and the promotion of citizens' rights	IOM, UNDP	UNFPA, UNIFEM, UNICEF	511,888	431,787	84%
Project I: Support for the decentralization processes and promotion of citizen participation as part of the reform of the State	UNDP, UNESCO	FAO, ILO/Cinterfor, IOM, PAHO/WHO, UNAIDS, UNFPA, UNIFEM	304,555	289,102	95%
<b>Total</b>			<b>3,323,534</b>	<b>2,395,099</b>	<b>72%</b>

\* Project J - Strengthening the capacities of civil society organizations in Uruguay - was approved in Dec 2008 and is being implemented in 2009.

<sup>#</sup> The expenditure and commitment amounts were directly provided by the participating UN Organizations in the country to the Resident Coordinator and to the AA (UNDP CD in Uruguay). In the future, this report will incorporate the financial information available in the UNEX system.

## 6.5. Interest Earned by the Uruguay One UN Coherence Fund

The Fund earned interest income of USD 23,754 for 2007 and USD 119,495 for 2008.

## 6.6. Interest Earned by Participating UN Organizations

The policies and procedures of each participating UN Organization are applied to the use and reporting of interest earned. It is expected that participating UN Organizations will report interest in their books of accounts in accordance with their rules and procedures. Table 8 summarizes the interests earned by the participating UN Organizations for 2008 as reported in the UNEX system. In total, USD 17,234

**Table 8. Interest earned by Participating UN Organizations, 2008.**

Joint project and executing agencies	Interests earned by participating UN Organizations USD
Project A: Institutional Strengthening for the design of economic development strategies: country international insertion and long term energy policies development. UNIDO	3,405 3,405
Project B: Technical assistance for the design of public policies that promote sustainable production and employment. FAO UNEP UNIDO	2,199 -- -- 2,199
Project C: Development of instruments for monitoring the environment and territory. UNEP UNESCO	1,075 -- 1,075
Project D: Design and implementation of pilot projects that promote development throughout the country. FAO ILO UNDP UNICEF	-18 -18 -- -- --
Project E: Support to the policies for social integration and food security. FAO UNDP	-1 -1 --
Project F1: Support for the strengthening of education policies. UNESCO UNICEF	614 614 --
Project F2: Support for the strengthening of public institutions that work in the social area. ILO UNFPA UNOPS	7,469 -- 4,358 3,111
Project G: Support for the public policies for the reduction of inequities of gender and generations. UNFPA UNIFEM	1,771 -- 1,771
Project H: Support of the modernization processes of public management as part of the democratization of the State and the promotion of citizens' rights. IOM UNDP	0 -- --
Project I: Support for the decentralization processes and promotion of citizen participation as part of the reform of the State. UNDP UNESCO	720 -- 720
Project J: Strengthening the capacities of civil society organizations in Uruguay. † UNDP UNESCO UNFPA	N/A N/A N/A N/A
<b>Total indirect costs approved for Executing Agencies</b>	<b>\$ 17,234</b>

## **6.7. Cost Recovery**

The cost recovery for the Uruguay One UN Coherence Fund is specified in the applicable provisions of the Fund, the MOU signed by the participating UN Organizations, the Standard Administrative Arrangement, and the Delegation of Authority.

The AA is allowed to charge 1 percent of donor deposited funds as cost recovery. Participating UN Organizations are allowed to charge up to 7 percent for indirect costs of the programmed activities in each joint project assigned to them.

In 2008, UNDP as the AA for the Fund received USD 70,308 (1 percent of the USD 1.8 million deposited by Norway in 2007 and the USD 5.2 million deposited by Spain in 2008).

Table 9, shows the indirect costs that the Coherence Fund Steering Committee approved for the participating UN Organizations and the indirect costs that were charged by each participating UN Organization. Participating UN Organizations were approved to charge up to 7 percent (*ad valorem*) of the programmed budget for project activities; in 2008 USD 251,795 were approved as indirect costs. Of this amount, participating UN Organizations charged USD 93,487 of indirect costs in 2008. It is important to note that many projects only had a couple of months of execution while the funds approved were for a semester of execution.

**Table 9. Approved indirect costs by joint project and by executing agency, 2008.**

Joint project and executing agencies	Approved indirect costs USD	Indirect cost expenditures reported in UNEX USD
Project A: Institutional Strengthening for the design of economic development strategies: country international insertion and long term energy policies development. UNIDO	13,960 13,960	1,382 1,382
Project B: Technical assistance for the design of public policies that promote sustainable production and employment. FAO UNEP UNIDO	17,728 7,547 525 9,656	11,823 7,966 525 3,332
Project C: Development of instruments for monitoring the environment and territory. UNEP UNESCO	14,248 4,826 9,422	10,921 4,826 6,095
Project D: Design and implementation of pilot projects that promote development throughout the country. FAO ILO UNDP UNICEF	30,653 6,013 4,844 13,237 6,559	12,271 3,366 49 4,867 3,989
Project E: Support to the policies for social integration and food security. FAO UNDP	30,313 5,012 25,301	2,623 1,127 1,496
Project F1: Support for the strengthening of education policies. UNESCO UNICEF	6,638 5,126 1,512	3,224 2,627 597
Project F2: Support for the strengthening of public institutions that work in the social area. ILO UNFPA UNOPS	44,798 10,049 6,441 28,308	5,006 1,296 3,763 -53
Project G: Support for the public policies for the reduction of inequities of gender and generations. UNFPA UNIFEM	24,094 14,028 10,066	25,598 11,150 14,448
Project H: Support of the modernization processes of public management as part of the democratization of the State and the promotion of citizens' rights. IOM UNDP	49,438 35,184 14,254	14,108 10,163 3,945
Project I: Support for the decentralization processes and promotion of citizen participation as part of the reform of the State. UNDP UNESCO	19,925 13,572 6,353	6,531 3,072 3,459
Project J: Strengthening the capacities of civil society organizations in Uruguay. † UNDP UNESCO UNFPA	N/A N/A N/A N/A	N/A N/A N/A N/A
<b>Total indirect costs approved for Executing Agencies</b>	<b>\$ 251,795</b>	<b>\$ 93,487</b>

## **7. Challenges and Lessons Learned**

### ***7.1. Un-earmarked contributions from donors allow the UNS to focus on the country's national priorities.***

The mobilization of resources toward a common un-earmarked pool of funds implies the birth of a new paradigm for international cooperation and generates a better relationship between donors and receptors that is fundamental for countries like Uruguay. In this manner, a key element for this pilot process is the formation of a “tripartite framework” between donors, Government and UNS that seeks to ensure a predictable financial framework through coordinated contributions from the donors, whose use has not been previously conditioned. This establishes a clear difference with the budgetary assistance and marks a change in the methods of cooperation by donors.

### ***7.2. Management Committees are an efficient way to coordinate the joint projects.***

On greater coordination at the programmatic level, the creation of the Management Committees for each joint project was a key element for this effort. These Committees and the joint projects have generated frequent contacts between the programming officers by the participating UN Organizations and allowed the sharing of administrative and programming practices information between the Government and the participating UN Organizations. In addition, the designation of a “coordinator” for each joint project enhanced the capacity for the Management Committee to oversee and execute the activities for each project. The coordinators also channelled questions or highlighted difficulties faced by the national associates in the implementation. The Government has stated that the Management Committees constituted real tools for inter-institutional coordination because they allowed State institutions to communicate and share information that resulted in greater opportunities for joint planning. An added value of these committees is their composition as a broad number of stakeholders participate. This makes them rich in opportunities and opinions. Another key element was the establishment of a monthly schedule of meetings for all the joint projects.

In addition, the Government has noted that the empowerment of each joint project's Management Committee has been a key tool in the DaO process. They have become privileged spaces to share lessons learned and best practices that should be implemented. The Management Committee meetings are very useful tools to generate discussions on and definitions of substantive issues for each joint project.

### ***7.3. Financing completely new joint projects facilitated the formulation of new mechanisms to enhance cooperation and coordination.***

Creating new joint projects for the One UN Programme, financed through the One UN Coherence Fund, was a good practice. Although the Fund could have been used to finance

funding gaps of existing projects, the opportunity was taken for a completely new source of funds to generate innovative, inter-agency and inter-institutional joint projects with a new focus. This allowed for a point of comparison of the joint work between the projects already existing in the One UN Programme in relation to the implied joint work in the new projects and their results. In drafting the joint projects, the OPP requested that the Ministries propose possible activities to develop the projects; this allowed, without a doubt, for an increase in the ownership shown by the Government.

The Government recognizes that there are implementation difficulties with some national associates that do not always have the required tools or resources to manage some of the planned activities. In this aspect, the work as managed by project coordinators has been essential to each project in guiding and assessing each national associate in the implementation to attain the planned activities and results, and thus strengthening national capacities.

In addition, the Government has noted the teamwork that is being developed by the coordinators along with the Management Unit in the OPP to harmonize criteria, protocols, and ways forward in the joint projects. Also, it places special emphasis on the work that has been done on the cross-cutting issues, the strategic lines, and the monitoring of the development of the One UN Programme by the Government and the UNS.

## **8. Conclusion**

To provide assistance in addressing the country's development needs the One UN Programme was developed conjunctively by the UN Resident Coordinator, participating UN Organizations, and the Government; it identified a USD 15 million funding gap.

The Uruguay One UN Coherence Fund was created to bridge the funding gap. Donors deposit un-earmarked funds signalling an important shift in trust from the donors allowing the Government and the UNS to allocate the funds according to the identified national priorities areas where the UN has a comparative advantage in comparison to other development partners.

Throughout 2008, the One UN Coherence Fund was institutionalized through the TORs, ROPs, and the Standard Administrative Agreements. Governance mechanisms were implemented through the Coherence Fund Steering Committee, the Coherence Fund Consultative Committee, the Management Committees, and the Coordination Units for each joint project.

The Uruguay One UN Coherence Fund has proven to be an important, innovative and strategic tool that allows and encourages the participating UN Organizations to coordinate their work. The One UN Coherence Fund has been a critical driver of joint programming. It has received donations from Norway and Spain, approximately totalling USD 7.03 million, and it has approved 11 joint projects approximately totalling USD 10.49 million. The overall financial performance of the joint projects is approximately 72 percent of expenditure and commitment of funds.

## **Annexes 1 - 10 Annual Reports for the joint projects that were implemented in 2008.**

The following Annexes are the Narrative Annual Reports for the joint projects financed through the One UN Coherence Fund. These reports were drafted by the participating UN Organizations and collected by the AA.

# Annex1: Annual Report Project A



Sistema de las Naciones Unidas en Uruguay  
UNIDOS EN LA ACCIÓN

## URUGUAY ONE UN COHERENCE FUND

### Annual Progress Report

Reporting period: July 2008 – December 2008

<b>Programme Number:</b>	66241 (Other: A)		
<b>Programme Title:</b>	Institutional Strengthening for the design of economic development strategies: country international insertion and long term energy policies development		
<b>Participating UN Organization(s):</b>	UNIDO	<b>Cluster Priority Area:</b>	Sustained and sustainable development
<b>Implementing Partner(s):</b>	Office of Planning and Budget (OPP)		

#### I. PURPOSE

<b>Programme Description:</b>	Develop policies that address energy, country image, foreign direct investment, and intellectual property. The project will provide support to achieving sustained and sustainable economic growth. It will also promote the coordination within the executive branch and government agencies, giving emphasis to the coordination mechanisms to achieve strategies that have a long-term view.
<b>Development Goal:</b>	UNDAF 1. "By 2010 the country will have made progress in the generation of the capacity to incorporate knowledge, innovation and diversification in the production of goods and services aimed at sustained and sustainable growth"
<b>Outcome:</b>	One UN Programme 1.1 "State institutions have strengthened their capacities to design development strategies"
<b>Outputs and Key Activities:</b>	<ol style="list-style-type: none"> <li>1. National Energy Strategy 2030 developed.</li> <li>2. Market access, competitiveness, and country's image at the international level improved.</li> <li>3. Institutions strengthened for the acquisition of foreign direct investment.</li> <li>4. Institutions strengthened on the protection of intellectual property.</li> </ol>

# Annex1: Annual Report Project A



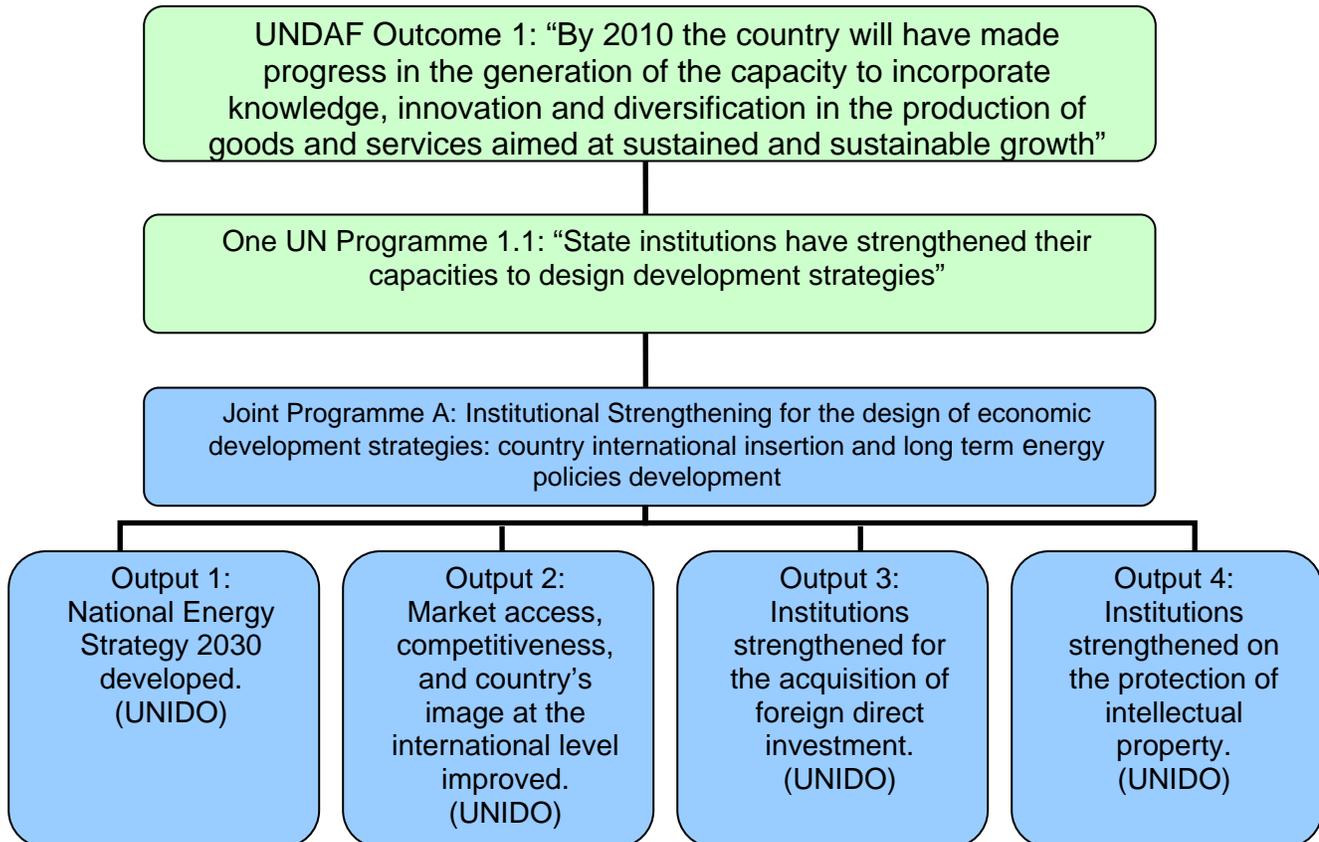
Sistema de las Naciones Unidas en Uruguay  
UNIDOS EN LA ACCIÓN

## URUGUAY ONE UN COHERENCE FUND

### Annual Progress Report

Reporting period: July 2008 – December 2008

### Outputs for the Joint Project A and their relation to the One UN Programme and the UNDAF



## II. RESOURCES

Participating Organization(s)	UN	Approved Joint Programme Budget	Approved Disbursements (2008)
UNIDO		481,500	213,385
<b>Total:</b>		<b>US\$ 481,500</b>	<b>US\$ 213,385</b>

# Annex1: Annual Report Project A



Sistema de las Naciones Unidas en Uruguay  
**UNIDOS EN LA ACCIÓN**

## URUGUAY ONE UN COHERENCE FUND

### Annual Progress Report

Reporting period: July 2008 – December 2008

### III. RESULTS

#### Main achievements obtained during the first semester of execution:

- All the activities and outputs were in line with the project's main outcomes planned for the Joint Project; in general terms, this project seeks to develop a long term strategic development and the generation of inputs for the design of public policies.
- The activities were implemented in close contact with technicians from the national counterparts as a way of ensuring direct involvement and ownership by the National Associates in the implementation of the Project's results.
- Inter-institutional coordination prevented duplication of activities with other national projects financed through different sources. This permanent coordination also assured quality execution.

#### Main difficulties encountered in the project execution were as follows:

- As a consequence of the long project elaboration process, some of the activities originally foreseen for this Joint Project were implemented by the national counterparts with funds from other sources. For this reason, it was necessary to adapt the work plan during the first semester to generate activities that were complementary and in the spirit of the originally designed project, hence advancing further in the attainment of the stated outcome. It was also necessary to reflect the new priorities stipulated by the national counterparts.
- Certain government officials responsible for the formulation of the project were not fully involved in the implementation phase. This fact slowed the beginning of the planned actions as additional processes had to be conducted to generate ownership of the project within the national counterpart.
- Difficulties arose in finding experts in some technical areas specified in some components.
- Although the format of the document used for the elaboration of all the projects financed through the Uruguay One UN Coherence Fund is consistent with the format recommended by UNDOCO, it does not coincide with the format utilized by the implementing Agencies (UNIDO in this case). As a consequence, operational difficulties were faced in relation to the approved budget lines (different from the ones that UNIDO applies for Project elaboration).

#### Output 1: National Energy Strategy 2030 developed. (UNIDO)

- Research was started to support the "Development of a National Energy Strategy 2030". For this purpose, three international experts were hired from *Fundación Bariloche*, a worldwide specialized institution in this field, to contribute to the design of energy policies in a long term perspective. Technical teams of the National Directorate of Energy and Nuclear Technology (DNETN for its acronym in Spanish) will be trained in managing energy planning tools in order to maintain these practices in time.
- Actions were coordinated with another project that UNIDO carries out in Uruguay, which addresses the implementation of an Observatory in Renewable Energies.

# Annex1: Annual Report Project A



## URUGUAY ONE UN COHERENCE FUND

### Annual Progress Report

Reporting period: July 2008 – December 2008

#### **Output 2: Improve market access, competitiveness, and country's image at the international level. (UNIDO)**

- An international consultant was recruited to evaluate the preparation steps and performance by Uruguayan enterprises at international promotional events. A pilot experience was organized and will take place during the “International Cruise Fair” (Miami, 3/2009). In this fair, national counterparts of the Ministry of Tourism, National Port Administration (ANP for its acronym in Spanish) and private stakeholders will participate.
- Two national consultants were hired to conduct a marketing analysis of successful international experiences and to evaluate other national precedents concerning country image promotion. An international expert was recruited to assist the Ministry of Tourism and Sports in the evaluation of successful international practices regarding the construction of a “country brand” as well as to assess and update the strategy currently used by Uruguay.
- A team of experts (composed of a national and an international experts) was requested to conduct research on the conditions and characteristics that a space for “country promotion” (or a “show room”) would require; this space would act as a permanent business centre in Uruguay. The international expert will make a benchmark of successful international practices to be implemented by Uruguay regarding “show room design for country promotion” and collaborate in the design of a strategy at the local level.
- The activities carried out in this component involved consultations with more than 30 public and private sector stakeholders concerned with developing a positive country image.
- Finally, a national expert was recruited for the design and elaboration of materials for the promotion of the country image at the international level.

#### **Output 3: Institutional strengthening for the acquisition of foreign direct investment. (UNIDO)**

- A national expert was hired to evaluate the Uruguayan institutional framework for managing foreign direct investments (FDIs) and to obtain data on successful international experiences.
- An event was organized for the dissemination and public discussion of a National Development Strategy (*Estrategia Nacional de Desarrollo* – END for its acronym in Spanish) for Uruguay, in the mid-term and long-term perspectives; strategies at three levels will be considered: sector-based, national and in regions within the country, with emphasis on the role of FDIs.

#### **Output 4: Institutional strengthening for the protection of intellectual property. (UNIDO)**

- In coordination with the National Agency of Investigation and Innovation (ANII for its acronym in Spanish) the project for a national assessment of intellectual property began with the economic and social areas. With this purpose, national and international experts were recruited, and a survey was organized to be implemented throughout the country.

# Annex1: Annual Report Project A



## URUGUAY ONE UN COHERENCE FUND

### Annual Progress Report

Reporting period: July 2008 – December 2008

#### IV. FUTURE WORK PLAN

##### **Output 1: National Energy Strategy 2030 developed. (UNIDO)**

- Conduct training activities for DNETN technicians in software for energy planning.
- Plan and execute three studies on the national energy matrix placing special emphasis in the development of renewable energies.

##### **Output 2: Improve market access, competitiveness, and country image at the international level. (UNIDO)**

- The international event: “Cruise Fair in Miami 2009” will take place in March 2009. Therefore, the evaluation of Uruguay’s participation will be conducted in this opportunity.
- Organize business seminars/workshops throughout the country to present the results of the research on “Marketing and promotion of country image for investment increase, exportation and tourism” and “Conditions and characteristics of a permanent business centre in Uruguay” (Showroom).
- Organize business workshops throughout the country on the “Construction and management of a country brand”.
- Draft and present the different products developed within the framework of this component.

##### **Output 3: Institutional strengthening for the acquisition of foreign direct investment. (UNIDO)**

- Organize visits by international experts to oversee the “Diagnosis of the Uruguayan institutional framework for FDI management”.
- Organize missions by Government officials to obtain information and learn about the existing institutional framework in some European countries for the treatment of FDIs.
- Design a “Proposal for a new Uruguayan institutional framework for FDI management” utilizing information being generated within this Joint Project.
- Design a new scheme for monitoring of FDI statistics in Uruguay based on the aforementioned activities.
- Organize a workshop on FDI statistics.
- Organize a seminar for the “Diffusion and public discussion of a National Development Strategy for Uruguay”.

##### **Output 4: Institutional strengthening for the protection of intellectual property. (UNIDO)**

- Conduct and process interviews with 80 companies and institutions; this information will be processed by the ANII.

# Annex2: Annual Report Project B



Sistema de las Naciones Unidas en Uruguay  
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## URUGUAY ONE UN COHERENCE FUND

### Annual Progress Report

Reporting period: July 2008 – December 2008

<b>Joint Programme Number:</b>	66242 (Other: B)		
<b>Joint Programme Title:</b>	Technical assistance for the design of public policies that promote sustainable production and employment.		
<b>Participating UN Organization(s):</b>	FAO, UNEP and UNIDO	<b>Cluster Priority Area:</b>	Sustainable production and development
<b>Implementing Partner(s):</b>	Office of Planning and Budget (OPP) Ministry of Labour and Social Security (MTSS) Ministry of Livestock, Agriculture and Fisheries (MGAP) Ministry of Housing, Land Use Planning and Environment (MVOTMA)		

#### I. PURPOSE

<b>Programme Description:</b>	This project was developed as one of the objectives of the One UN Programme 2007-2010 “Building Capacities for Development” in Uruguay. This project will support the achievement of human development by improving the capacities to develop public policies through: the design of technical data that support strategic production strategies for the long-run, the generation of forest resources data, the enhancement and strengthening of business recovery policies, support the development of a strategy for cooperative production, and the design of technical environmental data that support strategic production strategies for the long-run.
<b>Development Goal:</b>	UNDAF 1. By 2010, the country will have made progress in the generation of the capacity to incorporate knowledge, innovation and diversification in the production of goods and services aimed at sustained and sustainable growth.
<b>Outcome:</b>	One UN Programme 1.2 “Public policies on productive promotion have been strengthened.”
<b>Outputs and Key Activities:</b>	<ol style="list-style-type: none"> <li>1. Technical information and inputs generated for the design of mechanisms that enhance strategic productive production for the long run.</li> <li>2. Information and inputs generated for the improvement of policies directed to the sustainable management of forest resources.</li> <li>3. Information, inputs, and capacity created for the generation and implementation of a policy that supports the recovery of businesses, job creation, and restructure of production.</li> <li>4. Capacity generation for the implementation of a Guarantee Fund for the “Red C3” through the implementation and evaluation of a pilot process.</li> <li>5. Diagnostic and development strategy for the cooperative sector elaborated and disseminated.</li> <li>6. Technical information and inputs generated for the design of mechanisms that enhance strategic productive production with an environmental basis for the long run.</li> </ol>

# Annex2: Annual Report Project B

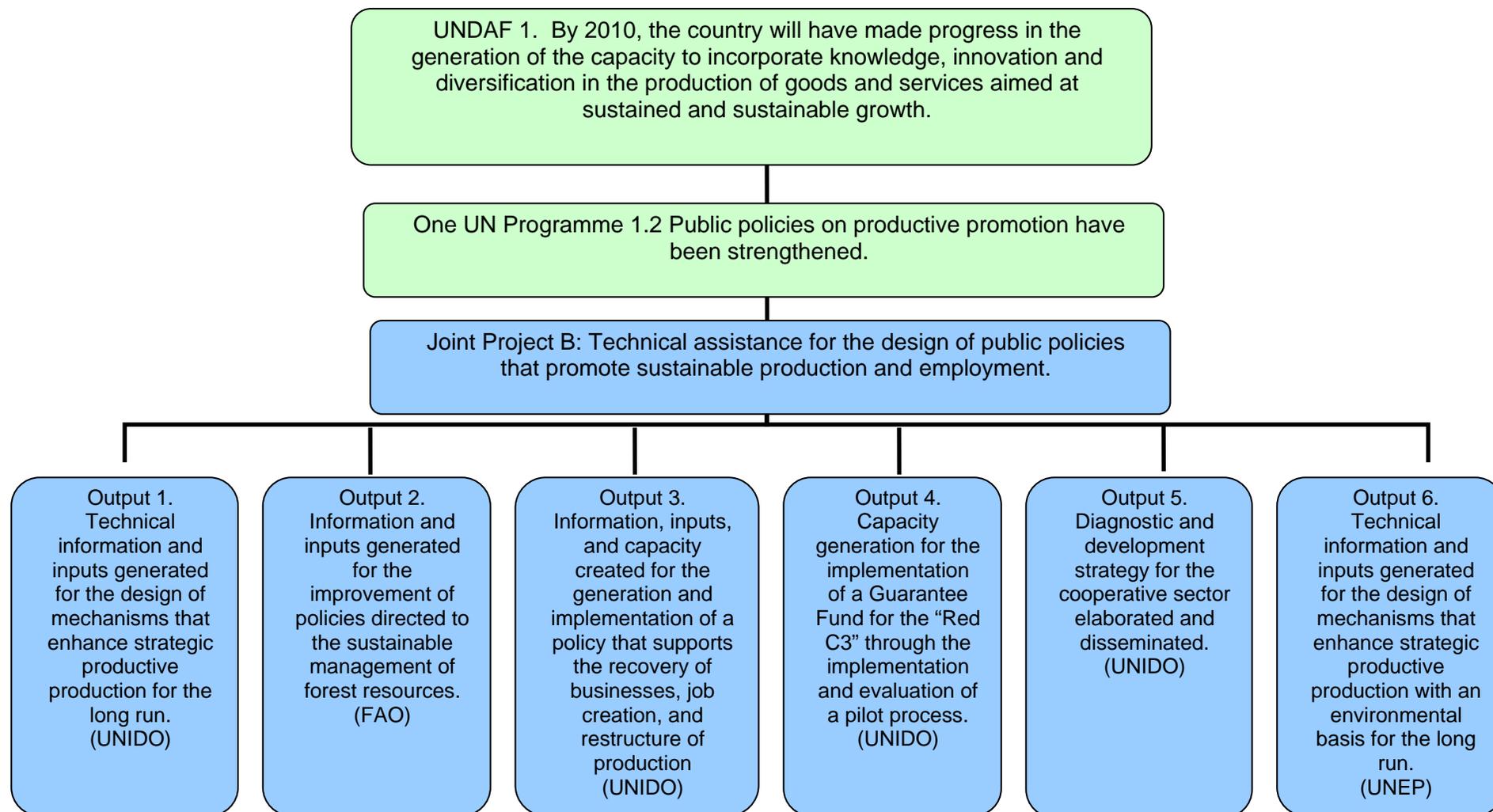


## URUGUAY ONE UN COHERENCE FUND

### Annual Progress Report

Reporting period: July 2008 – December 2008

#### Outputs for the Joint Project B and their relation to the One UN Programme and the UNDAF



# Annex2: Annual Report Project B



## URUGUAY ONE UN COHERENCE FUND

### Annual Progress Report

Reporting period: July 2008 – December 2008

## II. RESOURCES

Participating Organization(s)	UN	Approved Joint Programme Budget	Approved Disbursements (2008)
FAO		352,030	115,357
UNEP		42,051	8,025
UNIDO		772,005	147,606
<b>Total:</b>		<b>US\$ 1,166,086</b>	<b>US\$ 270,988</b>

## III. RESULTS

Main achievements obtained during the first semester of the execution:

- The activities were implemented in close contact with national counterparts' technicians as a way of assuming direct involvement and the National Associates' ownership of the results of the project.
- Inter-institutional coordination prevented duplication of activities with other national projects that are financed through other sources. This permanent coordination also assured quality execution.
- Project Management Committee Meetings were convened and all participants in the project attended. All United Nations System (UNS) Agencies and their country counterparts made a collaborative effort in executing the project.

Main difficulties encountered in the project execution were as follows:

- Certain government officials responsible for the project formulation were not fully involved in the implementation phase. This fact slowed the beginning of the planned actions as additional processes had to be conducted to generate ownership of the project by the national counterpart.
- Although the format of the document used for the elaboration of all the projects financed through the Uruguay One UN Coherence Fund is consistent with the format recommended by UNDOCO, it does not coincide with the format utilized by the implementing Agencies (UNIDO in this case). As a consequence, operative difficulties were faced in relation to the approved budget lines (different from the ones that UNIDO applies for Project elaboration).

### **Output 1. Technical information and inputs generated for the design of mechanisms that enhance strategic productive production for the long run. (UNIDO)**

- The component is lead by the Office of Planning and Budget (OPP for its acronym in Spanish) and project activities are being coordinated with ministries that address the country's productive development. Among these are the Ministry of Industry, Energy and Mining (MIEM for its acronym in Spanish), the Ministry of Livestock, Agriculture and Fisheries (MGAP for its acronym in Spanish) and the Ministry of Labour and Social Security (MTSS for its acronym in Spanish).
- Activities for design and implementation of the "Observatory of Enterprise Dynamics" started. The observatory will contribute reliable information on enterprises' life cycles and

# Annex2: Annual Report Project B



Sistema de las Naciones Unidas en Uruguay  
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## URUGUAY ONE UN COHERENCE FUND

### Annual Progress Report

Reporting period: July 2008 – December 2008

their linkage to job cycles; the observatory will provide fundamental inputs for the elaboration of business enterprises policies.

- The component has the support and participation of ECLAC and other technicians of the Argentinean Ministry of Labour. For this purpose two working missions were conducted by ECLAC experts to Uruguay.
- The institutional framework to implement this Observatory was defined. An agreement was reached between OPP and the National Bank for Social Security. A national expert, specialized in handling large volumes of data, was recruited. Specific software (STATA/M10) for processing complex data bases was acquired.
- Within the framework of the Productive Cabinet's work (Inter-Ministerial Group), began the preparation of a publication which includes the competitive analysis of several productive chains at a national level, among them: Oil Industry, Information and Communication Technologies Industries, Wood Industry, Meat, and Dairy products, Renewable Energies, Pharmaceutical and Automotive Industry. Research will also be conducted on the measures that reduce restrictions to economic growth and that encourage the development of these sectors.

#### **Output 2. Information and inputs generated for the improvement of policies directed to the sustainable management of forest resources. (FAO)**

- Progress status.
  - Expected outputs for 2008 were achieved, and their contributions advanced the attainment of the stated outcomes for the project.
  - The Advisory Committee of the National Forest Inventory (IFN for its acronym in Spanish) was created and planned activities for it were carried out.
  - Consultants (Statistics and Information Technologies) to gather and analyze information were recruited.
  - The FAO Technical Officer presented his report.
  - The equipment needed to produce the information and inputs were purchased.
  - Consultants for fieldwork (6 Engineers and 6 technical assistants) were selected.
- Main activities
  - Advisory Committee of the IFN (CCIFN)
    - The Advisory Committee integrated by: the National Institute for Agricultural Investigation (INIA for its acronym in Spanish), the Faculty of Agriculture, the National Directorate for the Environment (DINAMA for its acronym in Spanish), General Directorate for Forests (DGF for its acronym in Spanish), was created.
    - According to the schedule, three meetings of the Commission Advisory were carried out.
    - The topics considered were:
      - \* Presentation on the IFN.
      - \* Exchange of views on methodological aspects of the IFN (gasometrical aspects and other environment variables).
      - \* Definition of the CCIFN activities.
      - \* Assignment of responsibilities to the members.
      - \* Preparation of the schedule of CCIFN activities.

# Annex2: Annual Report Project B



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- Acquisition of vehicles and equipment.
  - Market consultations on prices of vehicles, measurement equipment and other needed tools were conducted.
  - Vehicles were selected and all the equipment and materials to be purchased were defined.
  - Four vehicles and the equipment needed were purchased.
- Support of the Department of Fauna
  - Support was provided to the Department of Fauna of the General Directorate of Renewable Natural Resources (RENARE- MGAP for its acronym in Spanish) for the development of variables to measure and methodology proposed.
- Recruitment of Consultants
  - The terms of reference for the recruitment of two consultants were prepared, one in statistic design, and the other in computer science. Announcements of these consultancies were published in the various Web sites of the involved institutions. Candidates were interviewed during the week of November 3-7. Background materials were sent to FAO for approval and contracting. Both consultants were contracted (Statistics and Information Technologies), and their work concluded within one month; presentations of their reports is pending.
  - An announcement was made for the recruitment of 12 consultants for field activities; these candidates were selected and will be contracted in 2009.
- Technical support from FAO
  - A Technical Officer of FAO, Mr. Dan Altrell, came to Uruguay in a mission to provide technical support with reference to the methodology proposed to carry out the IFN.

#### • **Lessons Learned**

- The proposed methodology for implementing the IFN was carried out by the DGF. It was a pilot test was conducted in the field with FAO support. The initial methodology proposed for the IFN, was enriched with the contributions made by the contracted consultants and the support provided by the Technical Officer of FAO.
- The methodology, and the procedures for the implementation in the field, was improved; thus significant progress was made towards achieving the project's stated outcomes.

#### **Output 3. Information, inputs, and capacity created for the generation and implementation of a policy that supports the recovery of businesses, job creation, and restructure of production. (UNIDO)**

- With the support of the project, the Unit of "Recovered Enterprises" was created in the MTSS; in addition, all the necessary equipment for its functioning was acquired (PC's, desks, beamer, etc.).

# Annex2: Annual Report Project B



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## URUGUAY ONE UN COHERENCE FUND

### Annual Progress Report

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- Two national consultants started making a diagnostic census of 30 recovered enterprises located throughout the country; this activity was coordinated with MVOTMA and UNEP. When the full census is concluded, it will contribute reliable information and a primary diagnosis of these enterprises. It will serve as an input to facilitate policies and programmes to support the sustainability and competitiveness of these enterprises in the medium and long term and will incorporate environmental aspects.

#### **Output 4. Capacity generation for the implementation of a Guarantee Fund for the “Red C3” through the implementation and evaluation of a pilot process. (UNIDO)**

- For the implementation of this component, an agreement was reached between the MTSS, the Directorate for Development Projects of the OPP (DIPRODE for its acronym in Spanish) and the National Development Corporation (CND for its acronym in Spanish). The component has, as main objective, the improvement in credit access and reducing the cost for obtaining guarantees for Small and Medium Enterprises (SMEs).
- A technical team was assigned for the “Transaction Administration Network” and “Guarantee Fund” unit; it is composed by: two coordinators, one technician on information technologies (IT), one administrative assistant and one risk analyst.
- This team worked in the definition of a working plan, operative rules, accounting system and the legal framework required for the transaction network.
- Preliminary agreements were reached, between the Central Bank of Uruguay and certain public companies, to integrate payment procedures and network guarantees namely: National Administration for Electric Plants and Transmissions (UTE for its acronym in Spanish), National Administration of Fuel, Alcohol and Cement (ANCAP for its acronym in Spanish), Social Security Bank (BPS for its acronym in Spanish), State Pension Fund (BSE for its acronym in Spanish) and with the General Tax Directorate (DGI for its acronym in Spanish).
- Communication tools to present and illustrate the above initiative have been designed (Institutional Catalogue, demo CD, Presentation letter, Webpage).

#### **Output 5. Diagnostic and development strategy for the cooperative sector elaborated and disseminated. (UNIDO)**

- An agreement was signed between OPP, the Honorary Commission and the National Statistic Institute (INE for its acronym in Spanish) for the realization of the National Census of Cooperatives.
- A technical unit was created to conduct the census composed by: Census Coordinator, pollsters, and an IT consultant (for the elaboration of an electronic questionnaire).
- The census will reach 1,400 cooperatives. It was defined that 475 interviews will be personally conducted and the remaining 925 cases will be made in a virtual way through an auto-administrated form that will be available through the internet. About 100 cooperatives were interviewed in 2008.

# Annex2: Annual Report Project B



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#### **Output 6. Technical information and inputs generated for the design of mechanisms that enhance strategic productive production with an environmental basis for the long run. (PNUMA)**

- During this period, the work plan for development of activities was defined and agreed to, and the methodology for the assessment of the environment in selected priority sectors, by the Production Cabinet, was formulated. Regarding the component of business recovery, a series of meetings were held with the MTSS to enhance the strategies and methodologies of evaluation of business recovery. The basic questions were designed from an environmental point of view, and will be incorporated into the survey that the MTSS will develop on this sector. In addition, the prioritization of businesses was agreed.
- However, not all activities planned for the semester were undertaken due to some delays in the institutional arrangement needed for hiring consultants. Since this component supports and complements activities and objectives of other components –mainly outputs 1 and 3– there is a need of improving coordination mechanisms within the project to allow the timely contribution of this component.

#### **IV. FUTURE WORK PLAN**

#### **Output 1. Technical information and inputs generated for the design of mechanisms that enhance strategic productive production for the long run. (UNIDO)**

- Continue the implementation of the “Observatory of Enterprise Dynamics”, hire consultants at a national level, conduct training and coaching with ECLAC experts.
- Acquire additional necessary equipment for its operations.
- Generate information and diffusion materials (Web Page, printing materials).
- Organize workshops and present intermediate results obtained.  
**Support the activities of the Productive Inter-ministerial Cabinet.**

#### **Output 2. Information and inputs generated for the improvement of policies directed to the sustainable management of forest resources. (FAO)**

- The activities to be undertaken in the second semester of the Project (March-August 2009) are concentrated in field tasks. Three field teams will be created, and the training of the field procedure will be carried out, starting with the installation of permanent plots measuring, and monitoring will be conducted for all field tasks.
- According to the schedule of project activities, these tasks will begin in March 2009.
- A 15-day extension for the computer consultant contract was considered necessary, so as to adjust the proposed database for entering and processing data from the survey field.

# Annex2: Annual Report Project B



## URUGUAY ONE UN COHERENCE FUND

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Reporting period: July 2008 – December 2008

**Output 3. Information, inputs, and capacity created for the generation and implementation of a policy that supports the recovery of businesses, job creation, and restructure of production. (UNIDO)**

- Recruit specialists in business administration as well as legal, marketing and environmental management issues to assist the “recovered enterprises” in the instrumentation of their business plans that will allow for their sustainability.

**Output 4. Capacity generation for the implementation of a Guarantee Fund for the “Red C3” through the implementation and evaluation of a pilot process. (UNIDO)**

- Continue the implementation of the pilot experience of the transaction network and guarantee fund.

**Output 5. Diagnostic and development strategy for the cooperative sector elaborated and disseminated. (UNIDO)**

- Recruit five pollsters to finalize the census in the months of March-April.
- Recruit a national consultant to prepare the “Cooperative Development Plan”.

**Output 6. Technical information and inputs generated for the design of mechanisms that enhance strategic productive production with an environmental basis for the long run. (PNUMA)**

- At the time of approving the work plan, a conservative approach was taken for this project, and the Steering Committee opted for restricting this product due to the unpredictability of funds; therefore, the work plan shows no activities for the next semester. Nonetheless, activities related and considered necessary by the DINAMA are being drafted to secure funds for the component. The plan of work for the second semester of 2009 has had no significant changes from the one signed in joint project document.
- A strong coordination with other components of this project is the basis for this programme to succeed. Better coordination mechanisms regarding rates of implementation need to be secured in the coming semesters for the rest of the project to completely benefit from the inputs that can be provided by this component.

# Annex3: Annual Report Project C



Sistema de las Naciones Unidas en Uruguay  
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## URUGUAY ONE UN COHERENCE FUND

### Annual Progress Report

Reporting period: July 2008 – December 2008

<b>Joint Programme Number:</b>	66243 (Other: C)		
<b>Joint Programme Title:</b>	Development of instruments for monitoring the environment and territory.		
<b>Participating UN Organization(s):</b>	UNEP and UNESCO	<b>Cluster Priority Area:</b>	Environment and climate change response
<b>Implementing Partner(s):</b>	Office of Planning and Budget (OPP) Ministry of Transportation and Public Works (MTO) Ministry of Housing, Land Use Planning, and Environment (MVOTMA) National Emergency System (SNE)		

#### I. PURPOSE

<b>Programme Description:</b>	<p>This project was developed as one of the objectives of the One UN Programme 2007-2010 “Building Capacities for Development” in Uruguay.</p> <p>This project supports the policies for environmental protection through the development of monitoring instruments that incorporate socio-economic, environmental, and territorial indicators at the national scale along with a strong component on the Uruguayan coast. It also strengthens the National Emergency System with information and data to improve its operations, decision making ability, and management.</p>
<b>Development Goal:</b>	UNDAF 1. By 2010, the country will have made progress in the generation of the capacity to incorporate knowledge, innovation and diversification in the production of goods and services aimed at sustained and sustainable growth.
<b>Outcome:</b>	One UN Programme 1.12 “Environmental protection policies at the local level have been supported.”
<b>Outputs and Key Activities:</b>	<ol style="list-style-type: none"> <li>1. Generation, update, and strengthening of databases corresponding to spatial data of infrastructure.</li> <li>2. Creation of a national system of environmental indicators with emphasis on indicators that monitor the socio-environmental and territorial situation along the coastline.</li> <li>3. Strengthening of the National Emergency System.</li> </ol>

# Annex3: Annual Report Project C



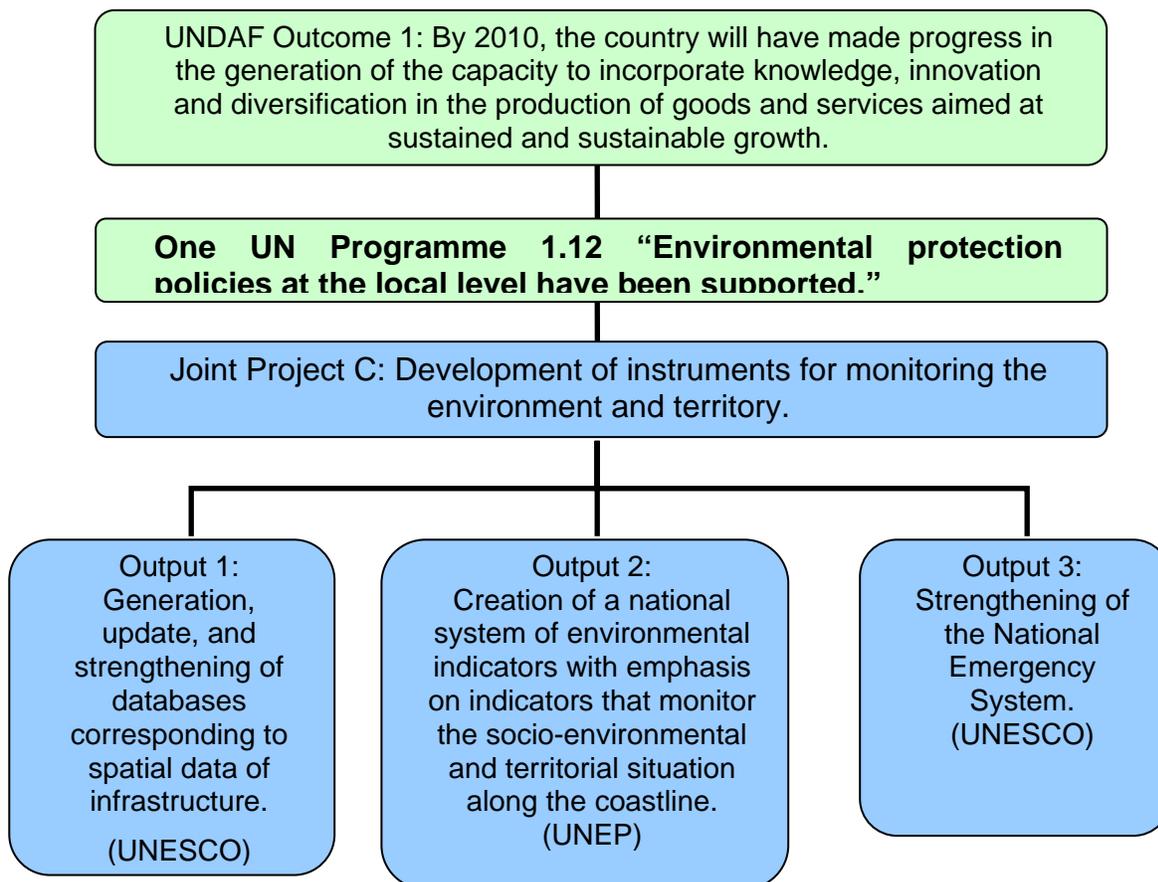
## URUGUAY ONE UN COHERENCE FUND

### Annual Progress Report

Sistema de las Naciones Unidas en Uruguay  
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Reporting period: July 2008 – December 2008

### Outputs for the Joint Project C and their relation to the One UN Programme and the UNDAF



## II. RESOURCES

Participating Organization(s)	UN	Approved Joint Programme Budget	Approved (2008)	Disbursements
UNEP		220,099		73,766
UNESCO		401,571		144,022
<b>Total:</b>		<b>US\$ 621,670</b>		<b>US\$ 217,788</b>

# Annex3: Annual Report Project C



Sistema de las Naciones Unidas en Uruguay  
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## URUGUAY ONE UN COHERENCE FUND

### Annual Progress Report

Reporting period: July 2008 – December 2008

### III. RESULTS

Major progress was made in relation to the goals set for the first semester of work. All indicated activities were performed. Moreover, the project's "side effects" were extremely positive; particularly, cooperation increased among United Nations System (UNS) Agencies (UNEP and UNESCO for this Project) as well as government institutions, and the needed information for indicators was shared. This cooperation needs to be taken a step further and formalized at higher levels of government in order to secure the sustainability of the process, but a good foundation was established.

A workshop was done in cooperation between (UNEP and UNESCO) on coastal indicators for integrated coastal management, and included the participation of two experts from UNESCO's Intergovernmental Oceanographic Commission (IOC) whose participation was partially funded by UNEP with funds from this project.

Regular meetings with government officials acting as focal points for this project were essential to the achievement of good coordination and synergies. These types of meetings should also be held during the construction of the annual work plans.

The involvement of high level government officials (or possibility of communicating key issues to them through their representatives) was important in order to overcome the obstacles that emerged through the coordination. Particularly, cooperative work between the government institutions increased and effectively functioned to address the issues brought to them.

As the project progressed, a common realization among the Governmental institutions was reached. It was recognized that Government institutions needed to jointly decide how their organizations should share environmental data (what information, what platform, how often, who is responsible within each institution) in order to give sustainability to the joint project's efforts (geo-maps linked to roads and land use maps as well as to a system of environmental indicators).

The geographical or geo-spatial information and the possibility to index the different data gathered represent a very useful tool in planning the social, economic and environmental development of the country. Their application can be extended to territorial planning, environment, natural disasters, social emergencies, economic development. In the private sector, their use can become very important for decision making and policy-making decisions.

#### **Output 1: Generation, update, and strengthening of databases corresponding to spatial data of infrastructure. (UNESCO)**

All planned activities were conducted to achieve the outputs and outcomes of the Joint Project as programmed. Advances were made in the study of national and Departmental roads; the information was gathered by the Ministry of Transportation and Public Works (MTOP, for its acronym in Spanish); however, it will be used by the Ministry of Housing, Land Use Planning, and Environment (MVOTMA for its acronym in Spanish) depicting the different levels of cooperation that are generated by this Joint Project. Progress in the coverage and classification of land use was also made; this work was also done in collaboration with several government agencies. Finally, capacity building as well as institutional and infrastructure strengthening were major outputs for 2008.

# Annex3: Annual Report Project C



Sistema de las Naciones Unidas en Uruguay  
**UNIDOS EN LA ACCIÓN**

## URUGUAY ONE UN COHERENCE FUND

### Annual Progress Report

Reporting period: July 2008 – December 2008

Different activities were undertaken during this semester:

- Experts to help with data gathering and analysis were recruited.
- Foreign experts collaborated with the project providing technical know how; specialists came from the UNESCO's IOC; and experts from the region came to in part a course on Remote Sensing.
- Workshops for capacity building were held; they were open to different stakeholders such as: a Remote Sensing Course (32 hours, 15 participants; MGAP (RENAR)-MVOTMA (DINAMA, DINOT, ECOPLATA)). The objectives of these courses were fulfilled, mostly strengthening capacities at the national and Departmental levels, and new networks among Departmental staff and national staff were built during this process.

#### **Output 2: Creation of a national system of environmental indicators with emphasis on indicators that monitor the socio-environmental and territorial situation along the coastline. (PNUMA)**

All the planned workshops and courses were conducted. The topic of the first workshop (October 14) was “environmental, socioeconomic and land use planning indicators”. More than 70 experts and staff from 27 governmental and non governmental institutions attended. The workshops discussed the main constraints that institutions have, comments were gathered from participants on the national indicators system, and agreements were reached.

The second workshop (October 22 and 23) was organized in coordination with UNESCO, and included the participation of 2 experts from UNESCO's IOC whose participation was partially funded by UNEP with funds from this project. About 70 experts and government staff from 22 institutions from the municipal and national levels attended the workshop.

A workshop/course on “the design of sustainable development indicators and its use in decision making” was conducted in November (24 and 25) outside the capital city with the participation of 40 people from 17 institutions from local municipalities and the national government. An expert from Costa Rica, with a long lasting relationship as a consultant for UNEP, designed and conducted the workshop/course. The networks generated at these workshops are essential to strengthening municipal institutions in the topic of this project.

Progress was made in the construction of methodological sheets (metadata) in a participatory manner, consulting with all government institutions involved or with interest in the outcomes of this project. Several meetings were carried forward with the divisions that hold the information necessary for the construction of the National Environmental Indicators System. A shortlist of methodological sheets was presented for discussion. This list is the result of contacts with multiple government institutions that hold the information, a desk review of methodological sheets used regionally and internationally, the discussion of information needs in the country, and conclusions drawn from workshops and courses conducted during the semester. The shortlist constitutes the backbone of the definite list of indicators that will be measured for the National System of Environmental Indicators.

# Annex3: Annual Report Project C



Sistema de las Naciones Unidas en Uruguay  
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## URUGUAY ONE UN COHERENCE FUND

### Annual Progress Report

Reporting period: July 2008 – December 2008

Workshops, particularly those with international experts, are an important part of the strengthening institutional capacities component of this project. A lesson learned from the workshop conducted with IOC experts, and in participation with the expert in charge of the workshop/course, is that early contacts, consultations, planning and engagement by the consultant with the process are essential for the success of the workshop. The success of the workshop/course conducted by the Costa Rican expert was based on a detailed planning and tailoring of the course to the needs of the project and the profiles of the participants.

#### **Output 3: Strengthening of the National Emergency System. (UNESCO)**

A course was held on the explanation and elaboration of emergency plans and inter-institutional protocols (National Emergency System [SNE for its acronym in Spanish], 22 participants from the rest of the country). The objectives of this course were fulfilled, strengthening capacities at the national and municipal levels, and new networks among municipal staff and national staff were built during this process.

A constraint encountered was the short time in which the governmental agencies have to implement their objectives; this becomes even more so pronounced when they do not have too much experience in working together. An important lesson learned refers to the fact that, although meetings are time consuming and people do not like them, it is through holding meetings that the different agencies can coordinate the gathering of the information, how they are going to use it, and which are the outputs needed to attain an efficient spatial data infrastructure that is useful for all the governmental agencies involved.

#### **IV. FUTURE WORK PLAN**

The work plan for the next two semesters has had no significant changes from the one signed in joint project document.

Continue efforts on building partnerships with the institutions that hold data on the national and coastal indicators system. Closer coordination with institutions working under this project is seen as key for the next two semesters and actions have been taking towards improving this issue.

# Annex4: Annual Report Project D



Sistema de las Naciones Unidas en Uruguay  
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## URUGUAY ONE UN COHERENCE FUND

### Annual Progress Report

Reporting period: July 2008 – December 2008

<b>Joint Programme Number:</b>	66244 (Other: D)		
<b>Joint Programme Title:</b>	Design and implementation of pilot projects that promote development throughout the country.		
<b>Participating UN Organization(s):</b>	FAO, ILO, UNDP and UNICEF	<b>Cluster / Priority Area:</b>	MDGs, sustainable development
<b>Implementing Partner(s):</b>	Office of Planning and Budget (OPP) Ministry of Livestock, Agriculture and Fisheries (MGAP) Ministry of Housing, Land Use Planning, and Environment (MVOTMA) Ministry of Public Health (MSP) Government of the Department of Montevideo (IMM) Government of the Department of Flores (IMF)		

#### I. PURPOSE

<b>Programme Description:</b>	This project was developed as one of the objectives of the One UN Programme 2007-2010 “Building Capacities for Development” in Uruguay. This project will strengthen the State and social capacities to promote development in Departments of the interior for achieving the MDGs. It will also contribute to the national priority of reducing the poverty levels that have increased recently in Uruguay. In addition, this project is being executed in conjunction with the efforts being implemented by IFAD in the country.
<b>Development Goal:</b>	UNDAF 1. “By 2010, the country will have made progress in the generation of the capacity to incorporate knowledge, innovation and diversification in the production of goods and services aimed at sustained and sustainable growth.”
<b>Outcome:</b>	One UN Programme 1.13 “State and local capacities in the promotion of development in the territory have been strengthened by 2010.”
<b>Outputs and Key Activities:</b>	<ol style="list-style-type: none"> <li>1. Strengthening the capacities of local governments (Departments/Municipalities) and organizations along Route 5, geared toward promoting development of sustainable tourism.</li> <li>2. Strengthening the capacities of local stakeholders of the society in the execution of projects geared toward promoting social development through a strategy of healthy communities.</li> <li>3. Strengthening the capacities of local government (Montevideo) and organizations for the monitoring and achievement of MDGs, according to the priorities identified in the Action Plan for the achievement of MDGs in Montevideo.</li> <li>4. Strengthening of the capacities of local stakeholders of society in the Northeast of the country for the execution of projects that develop sustainable production.</li> <li>5. Strengthening of the capacities of State and social organizations in bringing dignified housing solutions as a channel of access to health, education, employment, and social security.</li> </ol>

# Annex4: Annual Report Project D



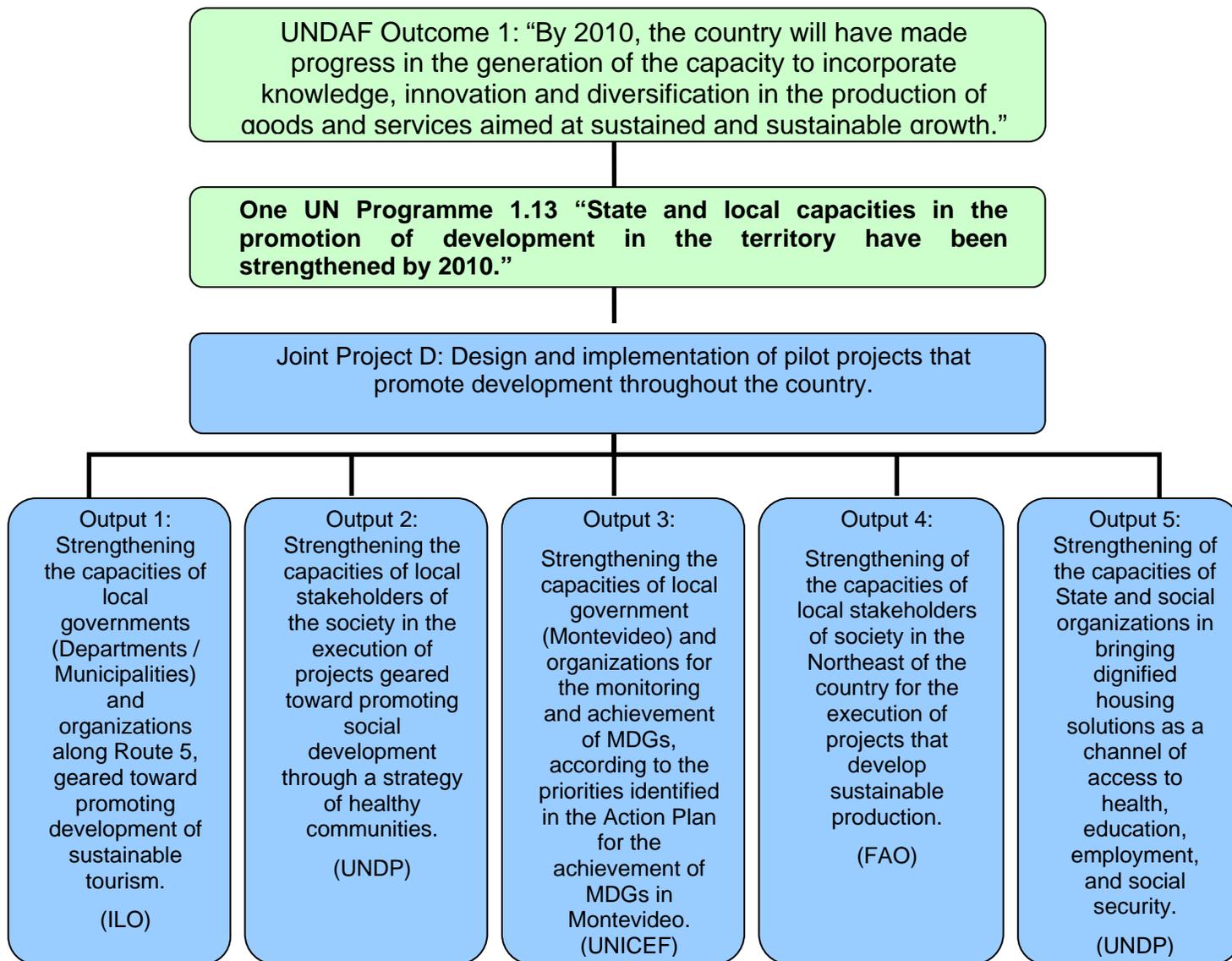
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## URUGUAY ONE UN COHERENCE FUND

### Annual Progress Report

Reporting period: July 2008 – December 2008

#### Outputs for the Joint Project D and their relation to the One UN Programme and the UNDAF



# Annex4: Annual Report Project D



## URUGUAY ONE UN COHERENCE FUND

### Annual Progress Report

Reporting period: July 2008 – December 2008

## II. RESOURCES

Participating UN Organization(s)	Approved Joint Programme Budget	Approved Disbursements (2008)
FAO	300,029	91,913
ILO	161,570	74,044
UNDP	672,387	202,337
UNICEF	200,625	100,259
<b>Total:</b>	<b>US\$ 1,334,611</b>	<b>US\$ 468,553</b>

## III. RESULTS

### Partnerships and inter-agency relationship. Impact on results:

There has been a very good level of collaboration among implementing agencies (UNDP – ILO – UNICEF - FAO); this has facilitated planning activities and monitoring the implementation of the project.

Moreover, it is worth underscoring the work between the management of projects' components with other initiatives that the United Nations System (UNS) is implementing.

### Cross-cutting issues to be highlighted:

Awareness activities and training were developed for the Joint Project on the crosscutting topics of: gender approach, human rights and local development.

### Difficulties in the implementation, lessons learned to improve management, and knowledge acquired as a result of evaluations and studies carried out throughout the year.

- Management capacity difficulties of some national partners resulted in project delays during the first months of implementation.
- The creation the Management Committee as a working space, in addition to the coordinator for the Joint Project, enhanced the coordination of the Project as a whole -- as well as the joint work by all the actors involved (lead agency, associated organizations, national partners, and the Project Coordinator) -- the resolution to various issues related to management and implementation.
- Support received from the Administrative Agent and the Resident Coordinator's Office,

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which accompanied various aspects of project management, played a key role in ensuring the proper execution of the project.

- Regular opportunities of programme and financial planning enabled for the proper monitoring of the project.
- Throughout the process, there was an incremental cooperation between the national and local level governments, which resulted in greater involvement of the United Nations System (UNS) Agencies in the territory.
- Difficulties derived from the complexity degree of the joint project (four agencies and six national partners with different logics and interests, coordination of Project times and institutional times, cooperation process.

#### **Output 1: Strengthening the capacities of local governments (Departments/Municipalities) and organizations along Route 5, geared toward promoting development of sustainable tourism. (ILO)**

- The consultants who were contracted worked with the councils to identify and agree common values, names, images and slogans that represent the corridor.
- Identified the four common objectives to the four Departments which will constitute the thematic nucleus of the Route 5 tourist corridor.
- Selected 20 undertakings considered strategically important and that follow the identified objectives for this project. These will be strengthened through the provision of technical assistance and training. In addition, 10 undertakings that constitute consolidated assets of this specific region were identified, and even though these do not require previous services they still constitute basic contributions to the Project.
- Technical experts designed a proposal for the corridor that includes the identification of key points and main assets to be strengthened by the Project.
- A proposal for the corridor was designed and its key points and ideas defined so they can be used to promote the Project. These are the rural aspect and gastronomy, which are exemplified in the selected undertakings and closely linked to the identity of the geographical areas of the intervention.
- The consultants contracted for this purpose formulated and submitted inclusion and exclusion criteria to define the conditions whereby new undertakings may be incorporated into the corridor in the future.
- A system of ideas and images that identify the corridor were generated: these revolve around the enjoyment of gastronomy in the rural setting. This system utilizes different images that represent the number of the Route itself, the human senses, and the available goods and services available in the corridor to appeal to each of these senses.
- Created print and audiovisual materials to provide material support for these intangible elements. These include brochures, videos, digital files with the design of the advertising, and photographic material.
- The consultants recommended spaces where the promotional posters should be

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placed, and means whereby the audio-visual material can be distributed.

- The procedures to register the trademark “Route 5” as an original idea are in progress at the Ministry of Industry, Energy and Mining. This designation will be the property of the four councils involved in the Project.
- The Project has promoted action in each of the departments to strengthen the presence of the main idea subsequent to Project execution.
- Lastly, conditions have been agreed with national and departmental media to organise spaces to promote the corridor.
- One of the strategies to make the Project more visible is a mobile cabin that will be managed by the four councils and will participate in tourist events that are held in other parts of the country so as to publicise the products, services and attractions of the corridor.
- Difficulties in coordinating the agendas and priorities of the four councils have put constraints on the execution of the Project, and the time of year when execution was initiated meant that, in practice, there were only three months in 2008 for action which was planned to take at least six months. The Project will furnish lessons about work involving numerous actors and their various strategies to generate an innovative initiative that is unprecedented in the region where the Project is executed as regards the generation of new trans-territorial identities, the vital importance of economic agents to identify the conceptual nucleus of these identities, and the production of multi-departmental teams.
- Like on other joint projects that emphasise the development of specific local regions, inter-agency collaboration has been strengthened. In the specific region, the results of this component were combined with initiatives like those implemented under the PDL-ART Programme to strengthen local development agencies and the capacities of local actors to manage development in local areas.

### **Output 2: Strengthening the capacities of local stakeholders of the society in the execution of projects geared toward promoting social development through a strategy of healthy communities. (UNDP)**

Shared results throughout the project:

- Incorporated project management capabilities within the national institutions (General Directorate for Health [DIGESA] of the Ministry of Public Health [MSP], National Directorate on Housing [DINAVI] in the Ministry of Housing, Land Use Planning, and Environment [MVOTMA] and the Department of Decentralization in the Office of Planning and Budget [OPP]).
- National capacities were developed and incorporated for the management of projects.
- Cooperation with the other programmes among the various organisms involved in the project was enhanced and promoted.
- Strengthened of national-local coordination mechanisms in Local Directorates of

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Health, Housing and Local Government.

- Cooperation between local governments and civil society was strengthened.
- Cooperation areas in the national partners were generated and strengthened.
- Cooperation with policies and programmes through the Decentralization Department of OPP was achieved.

#### **Result of component:**

Promotion of local social development based on environment and healthy lifestyles strategies in communities of Canelones, Florida, Lavalleja, Treinta y Tres, Rocha, Paysandú and Salto. (UNDP and MSP)

Actions carried out:

- Conducted local diagnosis of six Departments.
- Promoted health projects' identification and implementation in six Departments.
- Strengthened links with local civil society.
- Coordinated efforts between Ministry of Social Development, Ministry of Labour and Social Security, Social Prevention Bank, National Institute of Child and Adolescent of Uruguay and local governments.
- Trained institutional and community personnel.

#### **Output 3: Strengthening the capacities of local government (Montevideo) and organizations for the monitoring and achievement of MDGs, according to the priorities identified in the Action Plan for the achievement of MDGs in Montevideo. (UNICEF)**

The component progressed as expected considering outcomes and results for the year. Relevant governmental and social partners were incorporated to the activities (High School Council, Ministry of Social Development, MSP, and many Municipalities), thematic toolkits were elaborated and distributed as planned and the Municipality of Montevideo (IMM) invested new resources in child and health issues as expected in the project.

A short delay was observed in the development of the matrix of indicators because of technical problems and the need of additional time for coordination purposes.

Among many other activities, the following should be mentioned:

- A multimedia campaign highlighting Early Child Development (ECD) was developed including open air exhibitions, TV, Internet and graphic materials were distributed.
- Audiovisual materials were also developed and distributed throughout different decentralized facilities.
- A popular theatre performance was realized regarding health and nutrition on ECD as well as workshops with parents in the west area of Montevideo.
- A seminar on MDGs at the local level was realized. More than 120 representatives from 25 municipalities gathered to work on child health and nutrition issues.
- Representatives of the east and central areas of Montevideo (capital city) defined new

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guidelines and activities on maternal and infant issues.

- Participation of 48 adolescents from 8 different cities from the region in a recreational and training activity regarding MDGs.
- An agreement was reached with local High School Council to develop in 2009 a contest on MDG 4 and 5.

Activities started on the last trimester of the year for this component; the tardy beginning generated complexities in the progress of the project. In addition, several authority changes within the IMM during the period were additional constraints. Some re-programming decisions were taken in order to adapt the component to new guidelines and priorities being implemented.

Main partners are Ministries of Social Development, Health, Education, School Council, Child and Adolescent Institute, National Food Institute and mass media. Technical and professional support provided by UNICEF was of great importance in order to develop strategic monitoring, design of activities and appropriate budget execution.

Program component is “in line” with national policies regarding MDGs. It is perceived that added value is provided by the local “adaptations” that utilize the government’s decentralized services and institutions as well as input from the local communities.

Networking with local institutions as well as interagency activities are important inputs to the programme as well; these provided additional resources, innovation and sustainability.

From the start, efforts have been directed to facilitate the local ownership as well as future sustainability

#### **Output 4: Strengthening of the capacities of local stakeholders of society in the Northeast of the country for the execution of projects that develop sustainable production. (FAO)**

##### Expected results

Participatory diagnosis and identification of projects in the areas of intervention.

There is a complete reading of all diagnoses made of *Uruguay Rural* in the region through multidisciplinary teams. The mentioned diagnoses show demographic, historical and productive aspects which characterize the area as well as the most significant actors in the development of that territory.

At the same time, the consultant team contracted by FAO knows the region where the project is involved; is using the diagnoses mentioned; and is updating and reviewing them along with the communities.

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#### Training of local stakeholders in project formulation and assessment

It was discovered that as workshops were conducted while utilizing a participatory methodology, demands and proposals from participants arose with ease. Therefore, additional training was conducted in the methodology to conduct participatory processes for diagnosis for evaluation. On the other hand, the project also enabled the team to verify data, plan interventions, and reach agreements in joint manner. This strengthened the project's sustainability. This process has been totally implemented in three departments (Rivera, Cerro Largo and Durazno), and initial agreement phase was begun for Tacuarembó and Treinta y Tres.

For the next six months training in production and organization is expected on the following topics: livestock, apiculture, horticulture, land access, group organization, and others.

#### Project financing of social production by local actors

The apiculture groups *Rincón de los Rodríguez-Rivera* (a women's group is in the beginning stages of production) benefited from receiving tools and materials. Additional investments will be made, through a participatory process, for generating databases on the improvement of pastures that were seriously affected by drought in the East of Durazno.

Support to communities that have serious problems accessing water sources for human use is being programmed; this will be coordinated with the Departmental Administrations, State Public Works (OSE for its acronym in Spanish) and the communities themselves (Rivera, Cerro Largo and Tacuarembó).

#### Systematization of lessons learned for the design of public policies

Drafting began on the terms of reference for contracting a technical team to systematize experiences and lessons learned.

#### Activities undertaken and achievements

- Documents and diagnostics ceded by Project *Uruguay Rural* (PUR) were analyzed.
- Presentations about the Project were made to the local PUR, the bureaus of Rural Development, Department Administrations, private agents, and other organizations involved in the action area of Component 4.
- Meetings were held with field and regional technicians of PUR, the public and private stakeholders to discuss courses of action.
- Workshops were held to identify needs and demands in several locations; workshops were also held to exchange experiences among farmers.
- Conducted training for technicians, community members, productive groups and base organizations.
- Coordinated activities and approaches with the other joint projects being financed through the Uruguay One UN Coherence Fund.
- The work plan for the next semester was completed. A positive advancement in this

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aspect was the involvement of the five Departments; this provided a better focus on the utilization of resources, levels of organization, communication, previous work among institutions, and the history of each area.

#### Limitations:

- A lack of trained technicians to deal with rural development approach was encountered; this limited the availability of utilizing national staff to conduct training and to assess the needs of the local communities.
- The project proposes a participatory methodology of intervention, with a global approach focused in the local territories, that utilizes lessons learned in previous experiences, and that encourages coordination among institutions, and that minimizes overlap of resources.

#### Lessons learned:

- Involve stakeholders in the process of intervention from the beginning.
- Respect the times, local culture, and local actors whose times in the projects sometimes are different.

At this stage of implementation, the achievements and lessons learned have not fully come to fruition. It is important to note that the local population's needs demands are in line with the objectives and proposals defined by the Project.

#### Partnerships with other actors

Contacts were held with organizations, institutions, residents, technicians in each area involved. It appears to be too soon to appreciate the impact of such coordination at this stage of the project as the need of working jointly to achieve the sustainability arises.

#### Institutions with which coordination has been made

Public:

OSE - for implementing water supply systems in communities; Directorate General on Farming (DIGEGRA for its acronym in Spanish) of the Ministry of Livestock, Agriculture and Fisheries (MGAP for its acronym in Spanish); Bureau of Rural Development of the five Departments; the National Administration of Public Education; National Institute of Agricultural Research; the Administrations of Cerro Largo, Durazno, Rivera, Tacuarembó, and Treinta y Tres; the Ministry of Social Development; the inter-institutional Board; the National Colonization Institute; and the University of the Republic-Tacuarembó

Private:

CLAEH-Tacuarembó; Agricultural Cooperative *El Fogón*; Work League *Fraile Muerto*; and *Quebracho* Foundation.

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#### **Output 5: Strengthening of the capacities of State and social organizations in bringing dignified housing solutions as a channel of access to health, education, employment, and social security. (UNDP)**

This component shares the activities and results from Output 2. Those shared results are not being repeated here.

Result of component

Strengthening state capacities to deliver integrated housing solutions in Montevideo, Maldonado and Canelones).

Actions carried out:

- Conducted a family and community diagnosis on housing conditions.
- Implemented a public communication campaign for the Housing Programme decentralization and diffusion.
- Conducted training to institutional and community personnel.

#### **FUTURE WORK PLAN**

#### **Output 1: Strengthening the capacities of local governments (Departments/Municipalities) and organizations along Route 5, geared toward promoting development of sustainable tourism. (ILO)**

- The five Departmental councils are formulating a protocol for the use of common resources in the corridor so as to make sure these are suitably administered.
- A number of undertakings that strengthen the corridor along Route 5 but do not require assistance or specific training will be incorporated. These will constitute the initial nucleus of activity along the corridor.

#### **Output 2: Strengthening the capacities of local stakeholders of the society in the execution of projects geared toward promoting social development through a strategy of healthy communities. (UNDP)**

Local social development was promoted; this was based on environmentally conscientious and healthy lifestyles strategies in communities of Canelones, Florida, Lavalleja, Treinta y Tres, Rocha, Paysandú and Salto. UNDP and Ministry of Public Health (MSP for its acronym in Spanish).

Actions to be undertaken:

- Implement and evaluate health promotion projects in six Departments.

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- Coordinate strengthening needs with Ministry of Social Development, Ministry of Labour and Social Security, Social Prevention Bank, National Institute of Child and Adolescent of Uruguay and local governments.
- Train institutional and community staff.
- Design and implement a communication strategy that coordinates local initiatives developed in the project.
- Systematize experiences.
- Generate publications.

### **Output 3: Strengthening the capacities of local government (Montevideo) and organizations for the monitoring and achievement of MDGs, according to the priorities identified in the Action Plan for the achievement of MDGs in Montevideo. (UNICEF)**

Coordination and a deeper involvement of partners in the component will be stressed in the next implementation period.

A new consultation meeting with national level partners involved in the MDGs will be included in the next period.

Exchange and consultation activities among cities in the region on MDGs 4 and 5 will be carried out in the next period.

Activities as planned are:

- Achieve an inter-institutional agreement on the use of an electronic matrix containing social indicators related to MDG monitoring.
- Develop four training activities on MDG monitoring using the above mentioned matrix.
- Develop three decentralized programs on nutrition, maternal health and ECD.
- Edit materials for teachers and students training.
- Organize an artistic competition amongst secondary students around MDG priorities.
- Organize a students' meeting around MDGs and the commitments of the future generations.
- Produce of new and training materials.
- Conduct a public show of the work produced by participants in the students' competition in 30 public spaces.
- Follow up and strengthen of action plans developed by health facilities at the local levels.
- Decentralize activities to disseminate importance of prenatal health control, nutrition and ECD.

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**Output 4: Strengthening of the capacities of local stakeholders of society in the Northeast of the country for the execution of projects that develop sustainable production. (FAO)**

Development of local capacities in deprived areas of the Northeast of the country													
Semester	Semester 1-2009							Semester 2-2009					
Activity	3	4	5	6	7	8	9	10	11	12	1	2	
Participatory diagnosis in communities (Cerros Blancos, others).		x	x	x									
Training farmers in improved production (workshops, conferences for the exchange of experiences, visits to other projects)	x	x	x	x	x	x	x	x					
Training for private actors of the development in the areas of management and organization (League of Work <i>Fraile Muerto</i> , Cooperative <i>El Fogón</i> , etc.)	x	x	x	x	x	x	x	x					
Training for private and public actors in development themes: global and visual approach (PUR Technicians, Rural Development Bureaus, etc.)	x	x	x	x	x	x	x	x					
Training in processes of community organization	x	x	x	x	x	x	x	x	x				
Financing of productive projects	x		x		x		x		x				
Systematization of the experience			x	x	x	x		x	x	x	x	x	
Coordination between institutions (public and private with participation in the area)	x	x	x	x	x	x	x	x	x	x	x	x	
Project coordination with other agencies (social cohesion, ART, others)	x	x	x	x	x	x							
Recruitment of technical support	x	x	x	x									

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#### **Output 5: Strengthening of the capacities of State and social organizations in bringing dignified housing solutions as a channel of access to health, education, employment, and social security. (UNDP)**

Strengthening state capacities to deliver integrated housing solutions in Montevideo, Maldonado, and Canelones. UNDP and Ministry of Housing, Land Planning and Environment (MVOTMA for its acronym in Spanish).

#### Actions to be undertaken:

- Conduct a public communication campaign for the Housing Programme decentralization and diffusion.
- Train institutional and community staff.
- Implement the housing solution programme in Montevideo and locations throughout the country.
- Implement the guidance programme, and orientation of families and communities in high vulnerability areas.

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<b>Joint Programme Number:</b>	66245 (Other: E)		
<b>Joint Programme Title:</b>	Support to the policies for social integration and food security.		
<b>Participating UN Organization(s):</b>	FAO and UNDP	<b>Cluster / Priority Area:</b>	Reducing indigence and poverty; food security
<b>Implementing Partner(s):</b>	Office of Planning and Budget (OPP) Ministry of Work and Social Security (MTSS) Ministry of Social Development (MIDES) National Nutrition Institute (INDA)		

#### I. PURPOSE

<b>Programme Description:</b>	<p>This project was developed as one of the objectives of the One UN Programme 2007-2010 “Building Capacities for Development” in Uruguay.</p> <p>This project seeks to enhance social integration processes for the poor, particularly the young population (19 to 29) with children. The project will also contribute to reduce the significant poverty levels recently observed in Uruguay.</p>
<b>Development Goal:</b>	UNDAF 2: “By 2010, the country will have advanced in the design and management of policies to eradicate indigence and reduce poverty.”
<b>Outcome:</b>	One UN Programme 2.1 “The central Government’s ‘ <i>Plan de Equidad</i> ’ has been supported in its implementation, follow-up and evaluation.”
<b>Outputs and Key Activities:</b>	<ol style="list-style-type: none"> <li>1. Support for the Equality Plan.             <ol style="list-style-type: none"> <li>1.1 Conduct workshops that improve literacy, mathematics skills, expand knowledge of human rights, and improve employability for targeted group.</li> <li>1.2 Conduct community activities with workshop participants.</li> <li>1.3 Participants engage in organized courses by the University of Labour of Uruguay (UTU) to gain job skills.</li> </ol> </li> <li>2. Policies that promote food security in the country developed.             <ol style="list-style-type: none"> <li>2.1 Implement an information system on nutritional food security.</li> <li>2.2 Install a food security observatory.</li> </ol> </li> </ol>

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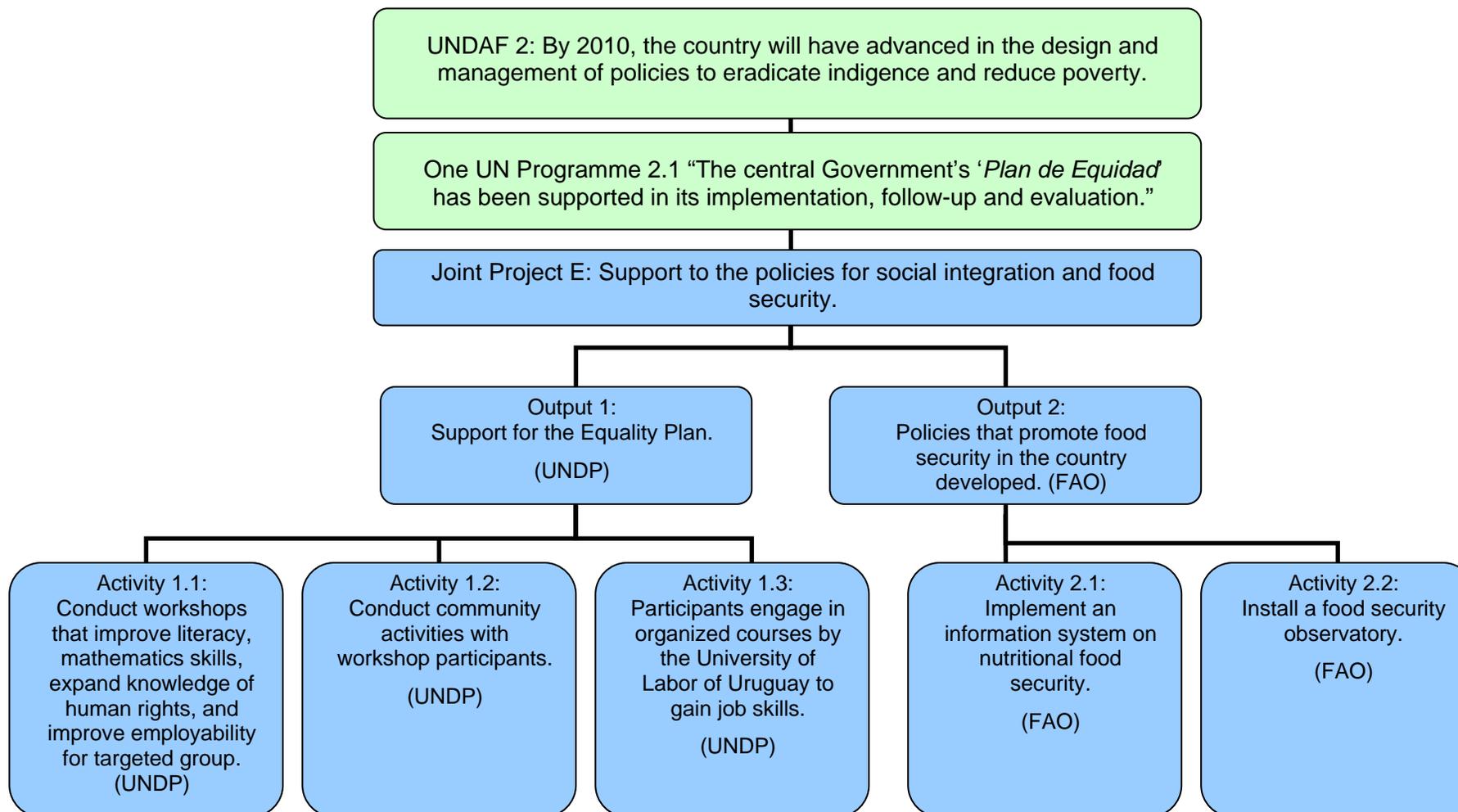


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#### Outputs for the Joint Project E and their relation to the One UN Programme and the UNDAF



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## II. RESOURCES

Participating Organization(s)	UN	Approved Joint Programme Budget	Approved Disbursements (2008)
FAO		76,612	24,610
UNDP		592,138	181,338
<b>Total:</b>		<b>US\$ 668,750</b>	<b>US\$ 205,948</b>

## III. RESULTS

There has been a very good level of collaboration between the two implementing agencies (UNDP - FAO) that has facilitated the process of planning activities and monitoring of implementation towards expected results.

Moreover, it is worth underscoring the work between the management of projects' components with other initiatives that the United Nations System (UNS) is implementing.

The creation the Management Committee as a working space, in addition to the coordinator for the Joint Project, has enhanced the coordination of the Project as a whole -- as well as the joint work by all the actors involved (lead agency, associated organizations, national partners, and the Project Coordinator) -- the resolution to various issues related to management and implementation.

Support received from the Administrative Agent and the Resident Coordinator's Office, which accompanied various aspects of project management, played a key role in ensuring the proper execution of the project.

Regular opportunities of programme and financial planning have enabled for the proper monitoring of the project.

Cooperation among the national and local levels grew which resulted in a greater involvement of the UNS at the local level.

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#### Output 1: Support of the Equality Plan. (UNDP)

##### Implement an information system on nutritional food security

- Job training programmes were strengthened on the coordination and management of Public Education institutions and inter-institutional agreements.
- Coordination meetings with Ministry of Social Development (MIDES for its acronym in Spanish) programmes carried out throughout the country: Ciudad del Plata (San José), East of Montevideo (community Zones 6 to 11) and *Barrios Blancos* (Canelones).
- Joint monitoring was conducted with other programmes of the MIDES in San José, Canelones and East of Montevideo where activities of the project are implemented.
- Coordination efforts were conducted with the Evaluation and Monitoring National Directorate of MIDES for further evaluation of the Project.
- Baseline was identified and designed for a monitoring and evaluation strategy.
- Coordination efforts were conducted with the Information and Communication Unit of MIDES (Infocom) to develop communication strategies.
- Work with Civil Society Organizations (CSOs) for training implementation was conducted.
- Training activities to three Civil Society Organizations were conducted.
- Brochures and awareness materials were produced to disseminate the Project.
- Labour University of Uruguay (UTU for its acronym in Spanish) was strengthened through the hiring of teachers CSOs. Discipline in which they were trained: Training in Food Preservation. Such training was coordinated within work lines for the socio educational component.
- Ministry of Education and Culture - Continuous Learning Programme (PAS for its acronym in Spanish) to cooperate during project's implementation. Agreement on exchange and coordination efforts between PAS educators and CSOs' technical teams was achieved.
- Certain CSOs were selected to carry out training proposals.

##### Cross-cutting issues to be highlighted

Awareness activities and training were developed at the Joint Project level for crosscutting approach on gender, human rights and local development.

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#### **Output 2: Policies that promote food security in the country developed. (FAO)**

A framework document on the Observatory for Food and Nutrition Security was prepared.

A discussion panel and a workshop were held in Montevideo in September with the purpose of defining indicators of the Food and Nutrition Security situation in Uruguay, and the institutional role to assume within the Observatory and selection of indicators. Cooperation agreements were signed among organizations.

Six regional workshops were conducted to identify indicators on Food and Nutrition Security in the country. The achievements of these workshops were: regional support with great expectation and interest demonstrated by the institutions which participated in the workshops.

For the purpose of having the necessary tools, FAO provided software for the Observatory to be adjusted to the reality of the country.

The component surpassed the target of 70% at December 31<sup>st</sup>, and it reached 89% in January 2009.

#### • Weaknesses

It may become necessary to consider the institutionalization for the observatory and how to define a greater involvement from the National Nutrition Institute (INDA for its acronym in Spanish). Steps are already emerging in this regard for 2009.

A greater sustainable commitment among institutions over the time that enables the consolidation and maintenance of the Observatory is needed.

Regarding the lessons learned, there was difficulty in having a national expert on Food and Nutrition Security, and for this reason the FAO Technical Officer supported the beginning of activities. The joint work should be done at different levels such as politics, institutional and technical with territorial enclave. More inter-institutional agreements must be reached to ensure the flow of information. Strategies for business planning and budget will be flexible with institutional times and the requirements of the project. However, there were positive lessons learned in working in an interdisciplinary team involved in matters of Food and Nutrition Security for achieving the common objective and the need of creating Observatory for Food and Nutrition Security, expressed by participants.

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#### • Key associations

With MTSS; MSP; Ministry of Livestock, Agriculture and Fisheries (MGAP for its acronym in Spanish); Directorate General for Trade; MIDES; Governments Administrations; National Statistics Institute (INE for its acronym in Spanish); Technological Laboratory of Uruguay (LATU for its acronym in Spanish); University of the Republic (UDELAR for its acronym in Spanish); Model Market; Centres of Integral Attention to the Infancy and the Family (CAIF for its acronym in Spanish); National Institute of Agriculture (INIA for its acronym in Spanish); National Institute of Meat (INAC for its acronym in Spanish); OPP; State Health Services Administration (ASSE, for its acronym in Spanish); Retailers, Barkeepers, Self-service and Related Services Centre (CAMBADU for its acronym in Spanish), Inter-American Institute for Agricultural Cooperation (IICA, for its acronym in Spanish), Farmers Associations.

#### • Cross-cutting issues:

In general, cross-cutting issues were related to the following aspects that have been relevant for the purpose of generating installed capacities:

1. Institutional coordination at several levels: political, institutional and technical with territorial enclave.
2. Strategic business planning and budget are flexible with the established time frames the institutions involved.
3. The characteristics of the project are very compact in structure. The outstanding experience from the implementing agencies, associated agencies and national partners, are considered strengths that complement the operations and generate good results from the Management Committee.

• The progress of the component, in terms of expected results and products, has been positive as indicators for monitoring and knowledge of the situation of Food and Nutrition Security in Uruguay were established and technology for the Information System was attained.

#### Install a food security observatory

Initial meetings were held with Institutions to reveal perceptions and possible contributions about the creation of the Observatory of Food and Nutritional Security – OPP, FAO, MPS, MGAP, LATU, INIA, Directorate General for Trade, Treasure (MEF for its acronym in Spanish).

Began drafting of a document on the Observatory Food and Nutrition Security. An Expert on Food Security from FAO participated, in order to unify and socialize the theoretical framework of the Food and Security Nutrition.

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A discussion panel and a workshop were held in Montevideo on September 17<sup>th</sup> and 24<sup>th</sup>, in order to define indicators of the situation of Food and Nutrition Security in Uruguay, and the institutional role to assume within the Observatory and selection of indicators (MTSS, MSP, MGAP, Directorate General for Trade, MIDES, INE, LATU, UDELAR, IMM, Model Market, FAO, CAIF, among others), and signing of agreements among organizations at the end of the day.

A consultant in design and project development and information systems for the Food and Nutrition Security was contracted for the preparation and analysis of the logical framework of the Observatory.

The Food Security consultant prepared various reports particularly the development of matrices of national and regional indicators which is subject to the approval of the Technical Officer in Food Systems of FAO.

Six Regional Workshops were conducted to identify Food and Nutrition Security indicators:

1. Region Tacuarembó, Rivera, and Cerro Largo (held in Tacuarembó, 14-MAR-08)
2. Region Rocha, Maldonado, Treinta y Tres (held in Rocha, 21-OCT-08)
3. Region Artigas, Salto, Paysandú and Rio Negro (held in Paysandu, 3-NOV-08)
4. Region Durazno, Flores, Florida (held in Trinidad, 11-NOV-08)
5. Region Soriano, Colonia, Lavalleja (held in Colonia, 18-NOV-08)
6. Metropolitan - Montevideo, Canelones and San José (held in Montevideo, 19-DIC-08)

An Information Systems Consultant and Web Designer for the Implementation of a computerized system for managing the database of the Observatory was contracted to train technical and administrative staff of the Observatory in managing the systems and to design, install and maintaining the Observatory's website.

The Information Systems and Web Designer made the server configuration, software installation and the Web site is being developed, which is expected to be launched in March 2009.

In terms of equipment, a server, three computers and a multifunction computer were acquired.

The terms of reference and the call for nine consultants for Operation in Information System Food and Nutrition Security were prepared, to play in nine regions of the country. The call was spread through National Food Institute (INDA for its acronym in Spanish) Website and through people who participated in various activities of the Observatory.

Meetings were held between the Directorate General of Trade (Ministry of Economics and Finance), Farming Observatory, Agro-meteorology Masters Programme (Faculty of

# Annex5: Annual Report Project E



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Agriculture, UDELAR), and Agro-Meteorology (INIA) to assess the potential effects of drought on food security

#### IV. FUTURE WORK PLAN

##### Output 1: Support of the Equality Plan. (UNDP)

Conduct community activities with workshop participants. (UNDP)

- Training activities for local counterparts.
- Publication of communication products for the observatory and food security issues.
- Conduct a seminar for disseminating the programmes' results.
- Assessment and monitoring.
- Expand coverage of Uruguay Integra groups from 20 to 26 approximately. A public call from the Uruguay Integra programme of MIDES will be carried out where the following departments are prioritized: Soriano, Colonia, Rocha and Maldonado. It will provide institutional capacities within MIDES and therefore, optimise project's results.

##### Output 2: Policies that promote food security in the country developed. (FAO)

<b>OBSERVATORY OF FOOD AND NUTRITIONAL SECURITY</b>						
<b>Schedule of activities</b>						
<b>Activity</b>	<b>Months 2009</b>					
	January	February	March	April	May	June
Design matrix and indicators. Final Report of Consultant			-----			
Implementation of Software (Consultant)	-----	-----	-----	-----		
Web Site design (Consultant)	-----	-----	-----			
Contact with participants institutions in the Observatory			-----	-----	-----	-----
Nationals Consultants: Design, selection and Training	-----	-----	-----	-----		
Operation of the Website				-----	-----	-----
Consultants in business				-----	-----	-----
Workshop on Observatory				-----		
Movement of data and reports SAN Uruguay						-----

# Annex6: Annual Report Project F1



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## URUGUAY ONE UN COHERENCE FUND

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Reporting period: July 2008 – December 2008

<b>Joint Programme Number:</b>	66246 (Other: F1)		
<b>Joint Programme Title:</b>	Support for the strengthening of education policies.		
<b>Participating UN Organization(s):</b>	UNESCO and UNICEF	<b>Cluster / Priority Area:</b>	Education and poverty
<b>Implementing Partner(s):</b>	Office of Planning and Budget (OPP) National Public Education Administration (ANEP)		

#### I. PURPOSE

<b>Programme Description:</b>	<p>This project was developed as one of the objectives of the One UN Programme 2007-2010 “Building Capacities for Development” in Uruguay.</p> <p>The project will support the development of a National Education Plan that takes into account the coordination and synergies necessary with other competent State organizations and institutions. It will also implement strategies to prevent emergent violence and deterioration of personal safety at educational centres.</p>
<b>Development Goal:</b>	UNDAF 2. By 2010, the country will have advanced in the design and management of policies to eradicate indigence and reduce poverty.
<b>Outcome:</b>	One UN Programme 2.6 “Institutions in the social policy system (education, employment, health and social security) have been strengthened.”
<b>Outputs and Key Activities:</b>	<ol style="list-style-type: none"> <li>1. Elaboration of a National Education Plan.             <ol style="list-style-type: none"> <li>1.1 Report on the status of education policies.</li> <li>1.2 Comparative study of education policies from selected countries.</li> <li>1.3 Prospective studies on education in Uruguay.</li> <li>1.4 Drafting of the National Education Plan</li> <li>1.5 Monitoring and Evaluation system for the development of the plan.</li> </ol> </li> <li>2. Prevention of violence and emerging risks in education centres.             <ol style="list-style-type: none"> <li>2.1 Forming and strengthening of a network of stakeholders that address violence problems in education centres.</li> <li>2.2 Promotion of healthy coexistence styles and conflict resolution through dialogue.</li> <li>2.3 Generation and systematization of knowledge on coexistence in education centres.</li> <li>2.4 Observatory on coexistence in education centres.</li> </ol> </li> </ol>

# Annex6: Annual Report Project F1



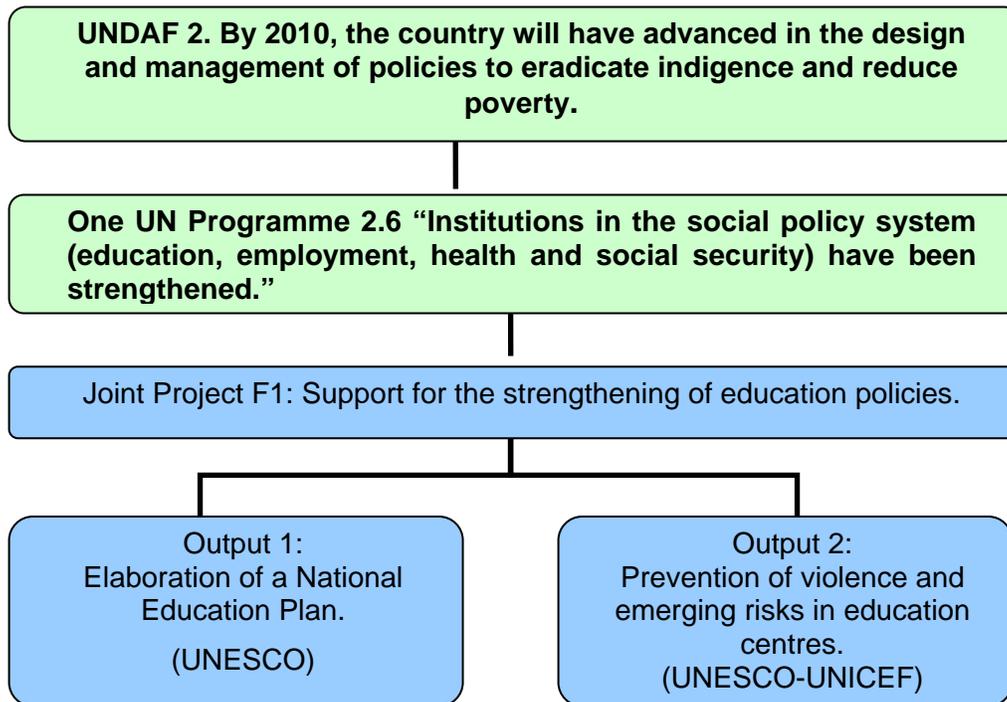
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## URUGUAY ONE UN COHERENCE FUND

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#### Outputs for the Joint Project F1 and their relation to the One UN Programme and the UNDAF



## II. RESOURCES

Participating Organization(s)	UN	Approved Programme Budget	Joint	Approved Disbursements (2008)
UNESCO		393,653		78,351
UNICEF		119,947		23,112
<b>Total:</b>		US\$ 513,600		US\$ 101,463

## III. RESULTS

The activities involved in output 1 constitute the generation of documents, analyses, and studies. The activities in output 2 constitute training, meetings, workshops, forums, and elaboration of materials.

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In 2008, a team of technical consultants carried out the activities of the Project. For the integration of the technical teams, a selection process took place from September to November of 2008, and soon after seven technicians were hired: three for *Output 1* and four for *Output 2* by the period from *November 2008 to February 2009*.

Later, after a long selection process, on November 20, 2008, the search for the coordinator for the project concluded. From that moment, the coordinator has contributed operatively in the implementation, management and monitoring of the Project. The coordinator supports the project's national counterpart, the National Administration for Public Education (ANEP for its acronym in Spanish), and serves as nexus between these and the UNS Agencies. The coordinator organized the implementation of the Work Plan and its budget, and also supported the operations of the Management Committee and the Office of Planning and Budget (OPP for its acronym in Spanish) in its quality of coordinating organism for the Government's counterparts Joint Project. Products: Periodic reports for UNESCO, OPP, and the Management Committee of Management.

#### **Output 1: Elaboration of a National Education Plan. (UNESCO)**

A report that synthesizes the status of education policy proposals of diverse scopes was initiated.

Activity 1 was conducted in 2008: revision of contributions and proposals. The identification and selection of these policy proposals was done. This allowed the creation of a database for the elaboration of the Diagnosis Document to be done in the first semester of 2009.

- Compiled, consulted and/or quoted documents, coming from social, economic, political and educational scopes.
- Interviews made to qualified informants, who belong to the scopes consulted.
- Plan of systematization of the collected information.

#### **Output 2: Prevention of violence and emerging risks in education centres. (UNESCO-UNICEF)**

##### 2.1 Creation and/or strengthening of the network of social actors and institutions that address violence in schools. (UNICEF)

This component progressed as expected in the first stages of the work plan. First activities were particularly focused in reaching the necessary agreements among directors of the different sections within the school system.

Necessities related to this component were identified and contents were developed among participants. A "network map" of secondary education was begun.

The regionalization strategy proposed has proven so far to be an efficient choice in order to carry out the different activities.

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Main activities in the period were the following:

- Two workshops were developed in the cities of Young and Melo with some future participants in the project.
- Meetings with General Directors of Secondary Education Council were held in order to develop an intervention methodology related to strengthening networks.
- Five regions and local referents were identified in order to facilitate the implementation of the project.

A delay in the beginning of the project as well as the un-synchronization with the high school calendar prevented the component from reaching all the expected outputs for 2008. More time will be needed in order to reach an appropriate ownership level by participants especially at the local level where resistance may occur.

In the next period, other relevant partners will be contacted; such as: ministries, municipalities and other institutions specialized in these issues.

Technical support and administration provided by UNICEF have been a key point in order to facilitate implementation and sustainability as well as monitoring and evaluation of the component.

The biggest challenge in the future is to accomplish an efficient strategy that combines the key proposals of the component (networking strengthening, definition of a “road map” of action, developing of an Observatory of violence in schools, mobilization and sensitization) to build a positive environment that enables education activities.

Human rights based approach and the promotion of participation along the whole process are two key issues that should be observed in order to reach the expected results.

Also a regional and local approach is essential to enable the development of differentiated dynamics adapted to particular social and institutional contexts.

Networking concept is also of key interest. Identification of groups and networks that provide (or could potentially provide) support to schools would be decisive to reach the expected outputs.

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#### 2.2 and 2.3 Promoting healthy coexistence and generating knowledge about coexistence in education centres. (UNESCO)

The results expected for the output are: “Decrease of the scholastic conflict in the educative centres” and “More capacity of teachers and employees to give answer to the violence and coexistence problems.”

The activities carried out during 2008 were:

- Identification and compilation of current norms and regulations in the levels of primary and secondary education.
- Workshops to promote opportunities for reflection on the subject and to identify education policy proposals that are being carried out throughout the country were conducted.
- A working day was made with teams of high school education on styles of healthful coexistence.

As a preparatory activity of those mentioned above, the systematization of existing materials that constitute partly, the theoretical frame of proposals of educational policies in this area, was started.

#### **IV. FUTURE WORK PLAN**

##### **Output 1: Elaboration of a National Education Plan.(UNESCO)**

###### First semester of 2009

As a general strategy for the actions planned for the 2009, the national counterpart ANEP, is expected to coordinate with the Ministry of Education and Culture (MEC for its acronym in Spanish) and with the University of the Republic (UDELAR for its acronym in Spanish). This strategy is very suitable in relation to the expected purpose of the Project “Elaboration of a National Plan of Education” and taking into account the new normative frame derived from the new Law of Education, approved in December of the 2008.

There is an explicit willing for part of UNIFEM to cooperate with the thematic specific.

“Elaboration and Discussion of a document that synthesizes the proposals of educational policies coming from the social, educative, economic and political scopes.” For the achievement of this Product it is planned to count on the hiring of experts.

“Compared studies on the educational policies of a set of selected countries”

It is planned to count on the cooperation of specialists of different countries for its elaboration.

“Prospective studies of the education in Uruguay”, it is planned the elaboration of a framework-document,

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“Promotion of styles of healthful coexistence and the dialogue for the resolution of conflicts”, the predicted activities are:

- Conduct workshops throughout the country.
- Conduct a second part of analysis and adjustment of the current norm on coexistence in education centres.
- Elaborate didactic materials: printed and audio-visual.
- Conduct training of trainers for students about styles of healthful coexistence and the dialogue for the resolution of conflicts in educative centres.
- Develop a system of student internships of teaching training courses qualified in selected educative centres.

### **Output 2: Prevention of violence and emerging risks in education centres. (UNESCO-UNICEF)**

Activities included in the next semester are:

- Meetings with local authorities to identify national networks.
- Define the five regions :
  - 1 – Salto, Paysandú, Tacuarembó, Rivera, Artigas.
  - 2 – Río Negro, Soriano, Colonia
  - 3 – Durazno, Flores y Florida
  - 4 – Maldonado, Rocha, Treinta y Tres, Cerro Largo, Lavalleja
  - 5 – Metropolitan area – Montevideo, Canelones, San José
- Meetings with authorities from Municipalities, Ministers of Education, Health, Interior and Social Development in order to build and validate the proposed Road Map.
- Identification of potential participants involved in the thematic of the project in the different Departments: governmental or non-governmental, social organizations, family groups, etc.
- Convening of different networks and organizations to exchange and systematize experiences and to build a common work plan at the local level (5 meetings, 1 by region).
- Implementation of a “communitarian plan of coexistence” and road map building at high schools.
- Training workshops with ANEP’s staff, meetings with authorities to facilitate participation of staff at different levels.
- Identification (and hiring) of a “local consultant” at the regional level and by subsystem that will be the project referent to conduct training workshops.
- Two first regional meetings with teachers to introduce the project, identify perceptions regarding the project issues and discuss the proposed agenda.
- Infrastructure arrangements to facilitate project development.
- Launching of the Observatory of School Coexistence Conditions in a pilot group of 20 centres.

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- Typology building of different forms of violence.
- Focal groups in 20 centres involving children, school teachers, authorities and community.
- Set up and management of a mediation mechanism to solve concrete situations in the 20 pilot centres.
- Systematization of “good practices” in school violence prevention.
- Production of a toolkit of different materials to be used in the participating centres.
- A coordination committee will be convened with the participation of the five regional referents to prepare the different activities, evaluate and discuss especial issues.

# Annex7: Annual Report Project F2



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## URUGUAY ONE UN COHERENCE FUND

### Annual Progress Report

Reporting period: July 2008 – December 2008

<b>Joint Programme Number:</b>	66247 (Other: F2)		
<b>Joint Programme Title:</b>	Support for the strengthening of public institutions that work in the social area.		
<b>Participating UN Organization(s):</b>	ILO, UNFPA and UNOPS	<b>Cluster / Priority Area:</b>	Social Services
<b>Implementing Partner(s):</b>	Office of Planning and Budget (OPP) Ministry of Public Health (MSP) Bank of Social Provision (BPS) National Drug Board (JND)		

#### I. PURPOSE

<b>Programme Description:</b>	<p>This project was developed as one of the objectives of the One UN Programme 2007-2010 “Building Capacities for Development” in Uruguay.</p> <p>The project will strengthen the capacities of the public institutions that manage social policies. Create an Institute for Social Security, Health and Administration Studies. Support the institutions in charge of administering low income, senior citizen housing facilities. Installation of a centre of the availability and safety of medicines. Impact evaluation of social policies.</p>
<b>Development Goal:</b>	UNDAF 2. By 2010, the country will have advanced in the design and management of policies to eradicate indigence and reduce poverty.
<b>Outcome:</b>	One UN Programme 2.6 “Institutions in the social policy system (education, employment, health and social security) have been strengthened.”
<b>Outputs and Key Activities:</b>	<p>The project has the following components.</p> <ol style="list-style-type: none"> <li>1. Creation of an “Institute for the study of social security, health and administration”.</li> <li>2. Support for the public institutions in charge of administering housing solutions for retired and pensionists with low income.</li> <li>3. Installation of a “Centre of biodisponibility and bioequivalence of medicines”.</li> <li>4. Creation of a “Unit of prospective evaluation for public policies”.</li> <li>5. Strengthening for the community and for the centres of primary assistance for addressing the problems of drugs, investigation, diagnostics, campaigns, training of trainers, prevention programmes, strengthening of health centres of the penitentiaries, and strengthening of community and youth promoters to conduct activities in the prevention of drug consumption.</li> </ol>

# Annex7: Annual Report Project F2



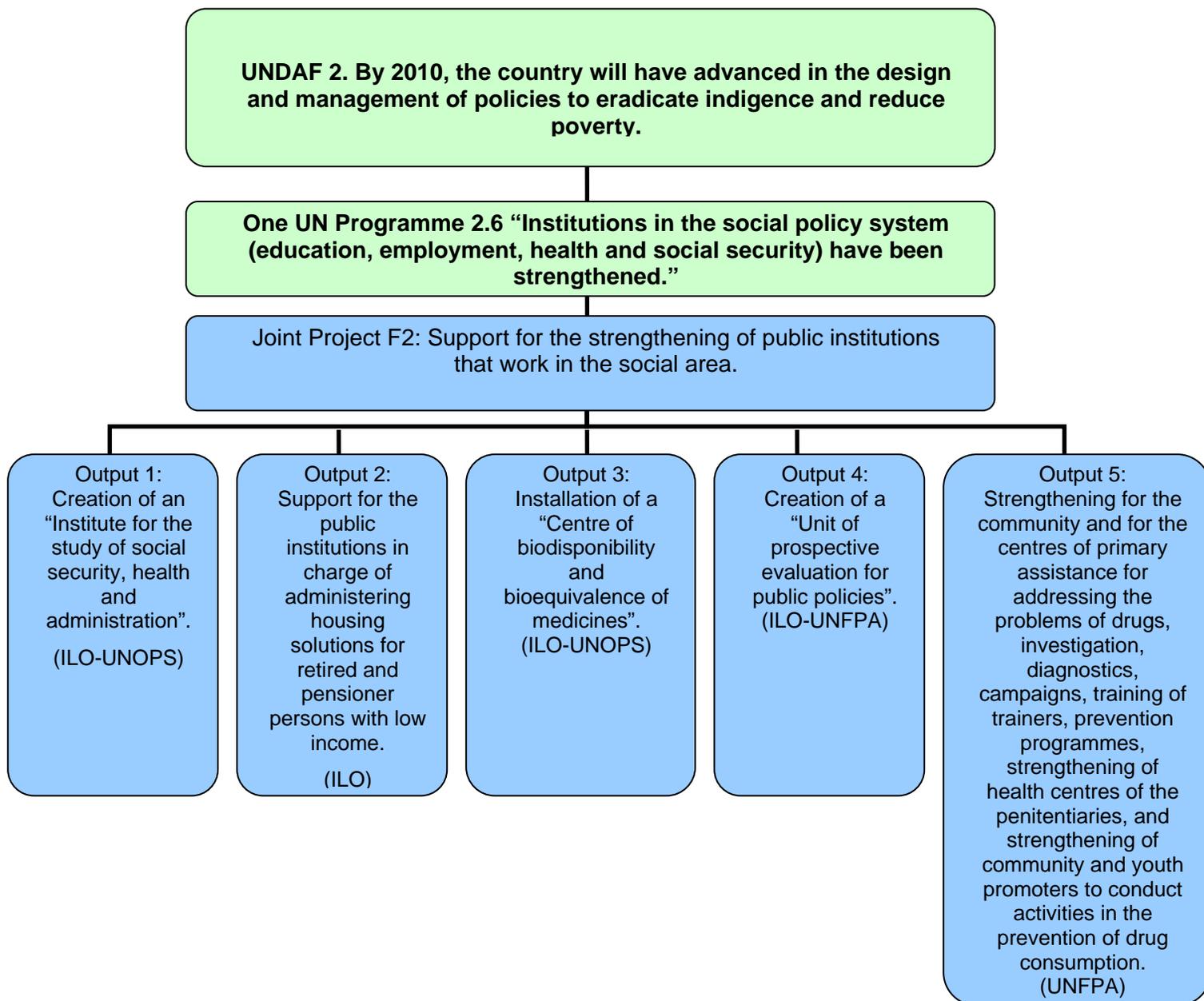
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## URUGUAY ONE UN COHERENCE FUND

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#### Outputs for the Joint Project F2 and their relation to the One UN Programme and the UNDAF



# Annex7: Annual Report Project F2



## URUGUAY ONE UN COHERENCE FUND

### Annual Progress Report

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## II. RESOURCES

Participating Organization(s)	UN	Approved Joint Programme Budget	Approved Disbursements (2008)
ILO		703,717	153,599
UNFPA		249,546	74,365
UNOPS		437,737	432,708
<b>Total:</b>		US\$ 1,391,000	US\$ 660,672

## III. RESULTS

### Output 1: Creation of an “Institute for the study of social security, health and administration”. (ILO-UNOPS)

Two main results are expected for this output. One is the procurement of equipment and refurbishing of the physical space to be utilized by the institute. The other is the development of the procedures and strategic plans for the institute.

- A bidding and evaluation process proposals was elaborated between the national associate in the implementation (Bank of Social Prevision [BPS]) and UNOPS. Excellent performance of BPS in providing technical and formal support to UNOPS.
- Agreement between ILO and the University of the Republic was signed to develop the institute.
- A public presentation of the Institute for Social Security, Health and Administration Studies was held.
- Two Requests for Bids were published; IT Equipment and Civil Works.

### Output 2: Support for the public institutions in charge of administering housing solutions for retired and pensionists with low income. (ILO)

- Creation of an intra-institutional and multidisciplinary high level working team to participate in the development of the studies.
- Coordination and cooperation activities were held with public sector institutions and civil society.
- Selection and signing of contracts between ILO and two consulting firms committing 100% of the funds to implement this effect. The consulting firms will generate a report and make recommendations on the best strategy to implement the housing solutions for the elder.

# Annex7: Annual Report Project F2



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#### **Output 3: Installation of a “Centre of bio-disponibility and bioequivalence of medicines”. (ILO-UNOPS)**

- Coordination took place between the Ministry of Public Health and the School of Chemistry to begin defining the strategies and policies of the centre.
- Introduction of analytical techniques in bioequivalence studies.
- Requests for bids were published for analytical equipment and evaluation of tenders: Laboratory Equipment for the biodisponibility and bioequivalence Centre.

#### **Output 4: Creation of a “Unit of prospective evaluation for public policies”. (ILO-UNFPA)**

This component is based on the creation of the unit of prospective analysis for public policies. It intends to implement an integrated information system in order to allow to simulate the potential effects of changes in the matrix of policies (ex ante evaluation) to assist in making better decisions.

Several tasks and documents were prepared during this period:

- Preparation of a report of systematic studies of monitoring and evaluation of national and international policies.
- Preparation of an evaluation report that studies the impact of reforms ("The combined impact of structural reforms and some components of the Network of Assistance and Social Integration of the Equity Plan, on poverty and income distribution").
- Public presentation of the Unit and its progress in December 2008.
- Consultants were hired and the team was formed.
- Acquisition of computer equipment and office supplies.
- Preparation of documents: Systematization of monitoring studies and assessment of national and international policies. Studies assessing the impact of reforms. Making event for the public presentation of the Evaluation Unit.

#### **Output 5: Strengthening for the community and for the centres of primary assistance for addressing the problems of drugs, investigation, diagnostics, campaigns, training of trainers, prevention programmes, strengthening of health centres of the penitentiaries, and strengthening of community and youth promoters to conduct activities in the prevention of drug consumption. (UNFPA)**

This component is based on the prevention of drugs consumption. The activities that are being carrying up are based on a local and community level, building capacities in young people who are working as promoters in preventing drug consumption.

Different kinds of materials were produced in the period in order to facilitate the workshops, trainings, etc.

# Annex7: Annual Report Project F2



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One of the main achievements in the period was the good level of coordination of the different actors involved in this process: OSC, the Uruguayan Institute for the Child and Adolescent (INAMU, for its acronym in Spanish), the Ministry of Interior, the Ministry of Public Health, the National Board for the Imprisoned and Released, the rehabilitation centre *Portal Amarillo*, the Municipal Government of Montevideo, seven other municipalities, community youth leaders.

#### Challenges and lessons learned

The late signing of the project (September 3, 2008) and the delayed recruitment of the Coordinator (October 9, 2008) were two of the weaknesses at the moment when the Project started. The project execution recuperated from this delay in the initiation of the project.

The main difficulties encountered in implementing the project are focused on the time it takes the different stages of the bidding processes by UNOPS as they exceeded those expected by national partners. This has created concern among national partners.

In particular, the team of the BPS participated actively in the preliminary design of civil works for tender, as well as in preparing the tender specifications and the technical and formal evaluation of bids, contributing to accelerate various stages of the bidding process.

Therefore, one of the main lessons learned in this first stage is that the collaboration between national partners and agencies can make a valuable contribution to strengthen the management capacity of all involved actors.

Improving effective collaboration among national partners and UNS Agencies has helped in achieving consistency in the project and in the One UN Programme.

With regard to national partners, their role and participation has not yet been consolidated since, in the first stage, the emphasis of the work focused on constituting institutional teams, reformulation activities, contracting and procurement, to meet the expected budget performance.

Finally, given the characteristics of this project in terms of its diversity, the heterogeneity of its components, and the subject areas, ownership by the various stakeholders is still in early stages. It is expected to begin the cross-cutting issues coordination of the various components following the lines proposed by the Government and the UN system (human rights, gender, etc.).

# Annex7: Annual Report Project F2



## URUGUAY ONE UN COHERENCE FUND

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#### IV. FUTURE WORK PLAN

The planned activities aim at contributing to the Project / Program prospect by national partners and participating agencies in order to promote the inter-agency and inter-Effect collaboration.

The annual work plan includes the following:

- Conclude procurement and refurbishing activities by UNOPS; in particular two “Request For Quotations” (simplified procurement processes) are to be done, being related to IT Equipment and Videoconference Equipment.
- Defining, together with national partners and participating agencies, the design and specific work plans, identifying activities and their schedule.
- Begin working on the six cross-cutting priorities set by the Government and UN System.
- Capacity building around social policies evaluation, workshops, seminars and methodological discussions will take place during 2009.
- Prevention, rehabilitation and social inclusion of people who are drugs consumers will be the main issues in 2009.

# Annex8: Annual Report Project G



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## URUGUAY ONE UN COHERENCE FUND

### Annual Progress Report

Reporting period: July 2008 – December 2008

<b>Programme Number:</b>	66248 (Other: G)		
<b>Programme Title:</b>	Support for the public policies for the reduction of inequities of gender and generations.		
<b>Participating UN Organization(s):</b>	UNFPA and UNIFEM	<b>Cluster / Priority Area:</b>	Gender and social integration
<b>Implementing Partner(s):</b>	<ul style="list-style-type: none"> <li>- Office of Planning and Budget</li> <li>- National Institute for Women</li> <li>- National Administration for Public Education</li> <li>- National Statistics Institute</li> <li>- Legislative Branch</li> </ul>		

#### I. PURPOSE

<b>Programme Description:</b>	Provide support for the reduction of gender and age discriminations through strengthening of the following policies: inclusion of gender issues in sexual education; the empowerment of women; the fight against discrimination; the incorporation of national gender statistics, and the generation of studies based on these gender based statistics.
<b>Development Goal:</b>	UNDAF 3. "By 2010, the country will have advanced in the design and management of policies which will make possible more equitable starting conditions and increased access to good social services as well as confronting discrimination and promoting processes of social integration"
<b>Outcome:</b>	One UN Programme 3.1: The policies, plans, and programmes that combat inequities (in particular gender and generational) have been supported in their design and execution.
<b>Outputs and Key Activities:</b>	<ol style="list-style-type: none"> <li>1. Strengthening in the implementation of the First National Plan of Equality of Rights and Opportunities</li> <li>2. Strengthening of the institutionalism of gender in the structures, procedures and practices of the Uruguayan Parliament</li> <li>3. Institutional strengthening of the National System of Statistics oriented to the development of information on gender and generation</li> <li>4. Mainstreaming rights and gender oriented sexual education within education and training processes for children and adolescents, within the process of decentralization</li> </ol>

# Annex8: Annual Report Project G

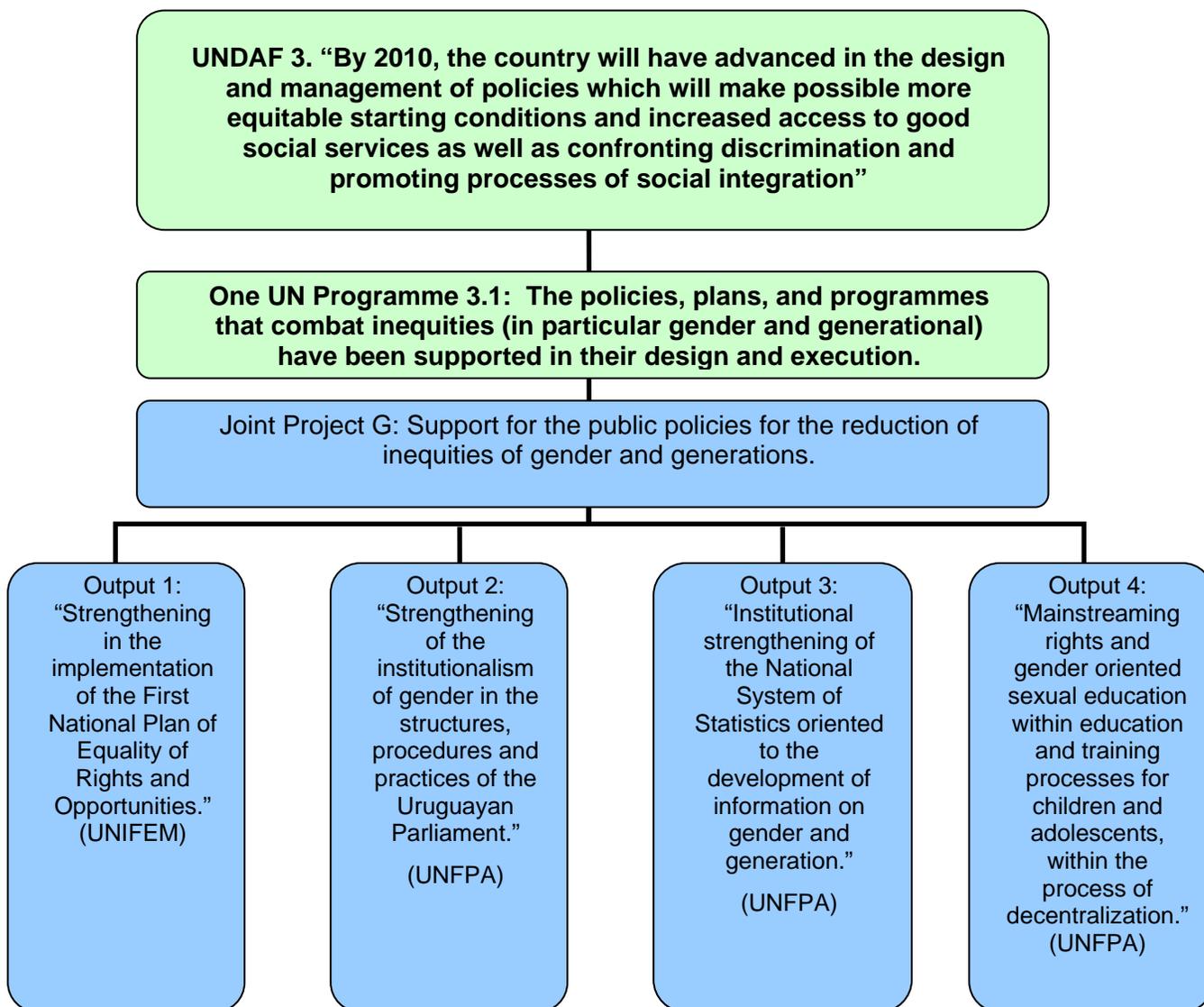


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#### Outputs for the Joint Project G and their relation to the One UN Programme and the UNDAF



# Annex8: Annual Report Project G



## URUGUAY ONE UN COHERENCE FUND

### Annual Progress Report

Reporting period: July 2008 – December 2008

## II. RESOURCES

Participating Organization(s)	UN	Approved Joint Programme Budget	Approved Disbursements (2008)
UNFPA		939,899	214,428
UNIFEM		344,101	153,866
<b>Total:</b>		<b>US\$ 1,284,000</b>	<b>US\$ 368,294</b>

## III. RESULTS

### Output 1: “Strengthening in the implementation of the First National Plan of Equality of Rights and Opportunities”. (UNIFEM)

1.1 Public policies: Strengthening public policies with a gender perspective.

This product showed substantial progress because it strengthened the work that the National Institute of Women (INMujeres for its acronym in Spanish) has been doing since 2006 through additional human resources, assessments, methodological tools, new coordination spaces, and others. One of the main challenges for 2009 is to fulfil the needs required to implement the ambitious activities of the Joint Project.

#### Activities carried out:

- One person was hired to make a diagnosis of gender inequities in the Central Administration.
- Technical assistance was provided to draft the competency standards document of the Department of Gender Mainstreaming of INMujeres.
- One person was hired to support the creation of the Technical Secretariat of the National Coordinating Board for Public Policies of Gender Equality, as set by the First National Plan of Equality of Opportunities and Rights.
- One person was hired to support the formation of the Thematic Roundtables of the Coordinating Board for implementing the measures defined in the First National Plan of Equality of Opportunities and Rights.

#### Results achieved:

- Strengthening of the technical and political level of the Department of Gender Mainstreaming (DTG) of INMujeres.
- Input (diagnosis) and methodological tools (consulting of competency standards) for the work of the DTG’s staff.
- Training of staff from the Ministry of Social Development (MIDES for its acronym in Spanish) and the Ministry of Public Health (MSP for its acronym in Spanish) in strategic planning and gender; staff from the Ministry of Labour and Social Security

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- (MTSS for its acronym in Spanish) will be trained in March, 2009.
- Increased support and advice to the administration's key personnel and institutions in charge of the implementation of the First National Plan of Equality of Opportunities and Rights 2007-2011.
- Increased visibility of the Institute as the governing body for the policies of gender equality.
- Strengthening and opening of new channels of communication between INMujeres and other State institutions.
- Setup of the Gender Mechanism in the MIDES. It has the explicit support of the Ministry through the signature of a decree to create it.
- Inclusion of the gender approach in key policies of the Uruguayan Government, such as: Health Reform, Democratic Transformation of the State and Social Security Reform.
- Increased ownership of the Plan by responsible associated institutions.

#### **1.2 Decentralization:** Strengthening territorial policies with a gender perspective.

This product, just like the previous one, made substantial progress. It strengthened the central team of decentralization as a way to support the gender stakeholders of INMujeres in the national territory. The main challenge of this product is the management of funds by civil society organizations in projects that promote the rights of women because it is an innovation for INMujeres.

#### **Activities** carried out:

- Two people were hired to strengthen the central decentralization unit of gender equality policies of the Institute.
- A call to Civil Society Organizations was made for the management of a fund aimed at strengthening micro projects of women's groups and organizations in 9 of the 19 departments of the country.

#### **Results** achieved:

- Strengthening of the broadening policies throughout the country based on two levels of support: 1- strengthening of the Institute's central decentralization team; and 2- strengthening of the gender referents of INMujeres in the Departments.
- Increased visibility of INMujeres throughout the country and greater coordination with public and private stakeholders in the territory.
- Support the Regional INMujeres Town halls to publicize the Plan's progress and gather the demands of the various stakeholders in the territory.
- Contributing to the training and institutional strengthening of civil society organizations in the Departments of the interior.
- Increased ownership of the Plan by responsible associated institutions.

# Annex8: Annual Report Project G



## URUGUAY ONE UN COHERENCE FUND

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**1.3 Domestic Violence:** Progress in the eradication of domestic and workplace violence. One of the main advancements is related with the strengthening of the violence resource centres in the interior of the country (INMujeres policy since 2005).

**Activities** carried out:

- One person was hired to coordinate, follow up and strengthen the Specialized Services Team for the Support of Women in Domestic Violence Situations, set up by INMujeres in different Departments of the country.
- One person was hired to develop the Integrated Registry System for Domestic Violence. The hired person participates in the team of Gender Statistics of INMujeres.
- One person was hired to design and implement the campaign of November 25 “International Day for the Elimination of Violence Against Women”, as well as to strengthen the Program “Gender based Violence” concerning the tasks related with the propagation, awareness and communicational information.

**Results** achieved:

- Strengthened the policy of gender based violence of INMujeres, both centrally and at the Departmental level.
- IT program designed for registering the queries about Domestic Violence and training of the employees of the Specialized Services Team for the Support of Women in Domestic Violence Situations throughout the country.
- Generated information for designing public policies.
- Mass awareness campaign against domestic violence conducted.

**1.4 Social Security:** Incorporating the gender approach to social security and equitable distribution of family responsibilities.

In this case the progress was slow but firm. It was possible to heighten the importance of including the gender perspective in the debates. The main challenge there was the generation of knowledge about this issue for Uruguay.

**Activities** carried out:

- Multidisciplinary team was hired for the preparation of a diagnosis about the situation where men and women solve their and their family’s needs of care and whether they participate in the labour market and/or access Social Security services.
- Courses and workshops about dignified treatment of domestic workers, fostering their access to the Social Security system based on a call to NGOs.

**Results** achieved:

- Continued incorporating the gender approach in the Social Security Reform.
- Strengthened the coordination of INMujeres with institutions that address remunerated and non-remunerated work.
- Surveyed the demands of vulnerable groups of women (rural and domestic service women) to learn how the current health reform affects their social services.

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- Publicity campaign (using telephone service invoices) about the care and distribution of family chores (agreement Institute/ANTEL) with a coverage of a million homes.

#### **1.5 Information and Communications Technologies (ITCs), Culture and Education**

Strengthening the gender perspective in educational and cultural environments.

This product had the least progress in the joint project since it is a new area of work at the national level. Even so, the first activities had a very good reception and generated new training requests.

##### **Activities** carried out:

- Hired international technical assistance, in the form of an UNESCO consultant, to participate in the meeting about “Women, Science and Technology” organized by the Ministry of Education and Culture (MEC for its acronym in Spanish) for their referents.

##### **Results** achieved:

- Installed the gender approach in the training of stakeholders of the MEC.
- Generated new demands in a new area for gender equality.

#### **Output 2: “Strengthening of the institutionalism of gender in the structures, procedures and practices of the Uruguayan Parliament”. (UNFPA)**

A specialized interdisciplinary team was integrated by a gender expert, a linguist, a sociologist and a lawyer in order to design a plan for training in gender and generations issues targeting the civil service of the Legislative Branch, legislators and advisers.

Training materials and spaces were created for the incorporation of the gender perspective on legislative matters through the updating of the website *Parlamentaria*.

Parliamentary civil service staff participated in a training of trainers with the objective of integrating, deepening awareness and advocating the gender perspective. One workshop was held and 13 officers were trained as trainers.

#### **Output 3: “Institutional strengthening of the National System of Statistics oriented to the development of information on gender and generation”. (UNFPA)**

Capacity building of the National Institute of Statistics by training human resources in a gender perspective (participation of the teams in three specialized trainings abroad and a virtual training) and recruitment of two specialized consultancies, one of them with expertise in gender focus.

The Statistical System was strengthened; a specific research/paper was developed in family and generations issues.

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The preparation of the Census 2010 was also supported in this period. One senior consultant was hired, an internship at the Brazilian Institute of Geography and Statistics (IBGE for its acronym in Spanish) was supported, and the hardware and software were improved.

#### **Output 4: “Mainstreaming rights and gender oriented sexual education within education and training processes for children and adolescents, within the process of decentralization”. (UNFPA)**

A new stage in the process of institutionalization and mainstreaming of sexual education in the formal system was initiated with the development of the Project through the strengthening of the infrastructure necessary for the development and growth of the program. A proper space for the Sexual Education Programme is now functioning according to the projected requirements.

The sexual education team was strengthened through the selection of new specialized human resources to develop the operating structure (coordinators, teachers and assistant support). Also, three research teams for the upgrade and expansion of knowledge were incorporated into the programme.

Trainings for teachers from primary, secondary and professor schools were developed in November-December 2008 to deepen understanding of sexual education issues for each level separately. Over 320 teachers were trained in these workshops, accumulating experience from previous workshops.

#### **Best practices**

In general terms some aspects that were assessed as best practices are:

- Strengthening at different levels (central and territorial) of the policies carried out by INMujeres.
- Coordination with other cooperation bodies and projects that work with INMujeres, achieving greater impacts and a more efficient use of resources.
- Recognition of the role of INMujeres in the integration of the gender approach to the main policies and reforms of the national government by other national bodies: Health Reform, Democratic Transformation of the State and Social Security Reform.
- Campaigns and training about Uruguayan regulations (Domestic Service Law, Health system reform, labour rights, social security, etc.)
- Inclusion of the gender perspective in new areas such as ITCs.
- Bilateral meetings of State bodies to coordinate activities and obtaining greater impacts.

#### **Difficulties**

The greatest difficulty was related with the modes of participation of the agencies associated to the Project. This issue was discussed in the Management Committee and some solutions

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were drafted such as: a list of the contributions that the agencies can make; bilateral meetings between government bodies, agencies of the United Nations System and the project coordinator; meetings where the government bodies present the activities they carry out to the agencies.

#### IV. FUTURE WORK PLAN

The plan for the first semester of 2009 includes continuing support for the areas of mainstreaming and decentralization by maintaining the staffing contracts, in the understanding that the semester will present a strong demand based on the prior work. In the second place, there will be a further strengthening in the ITCs and gender areas, through training with the referents of the MEC and the design of interactive IT materials. Finally, it is worth highlighting that there will be a promotion of activities that stimulate the training of women in non-traditional areas, based on good experiences and receptivity in the prior semester in the subject of ITCs. There will be further effort of coordination of the Output 1 activities with the rest of the cooperation received by INMujeres. Additionally, there will be special emphasis in continuing the coordination among the four bodies that work in the project. Lastly, in response to the difficulty found in 2008 concerning the participation of associated agencies, there will be efforts by both the Government and the United Nations System to overcome this obstacle.

#### Strengths

There was a gradual growth process for the Project that incorporated confidence building among the different stakeholders; this allowed for a greater willingness to exchange information and reach mutual understandings.

Ability to work as a team developed from the Project Coordination Unit and channels of communication and coordination constructed between the national partners, the executing agencies and the Coordination Unit of the Project; this incorporated good teamwork, ongoing support, coordination and a constructive spirit.

#### Weaknesses

Integration of actions taken in gender and generations as well as in the coordination with relevant organizations in these areas need to improve.

There seems to be a deficit in the inclusion, coordination and active participation of partner agencies.

#### Strategic lines for 2009:

Strength of inter institutional cooperation.

Strength of gender and generation issues.

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Reporting period: July 2008 – December 2008

<b>Joint Programme Number:</b>	66249 (Other: H)		
<b>Joint Programme Title:</b>	Support of the modernization processes of public management as part of the democratization of the State and the promotion of citizens' rights.		
<b>Participating UN Organization(s):</b>	IOM and UNDP	<b>Cluster / Priority Area:</b>	State Reform and Citizens' Rights
<b>Implementing Partner(s):</b>	Office of Planning and Budget (OPP) Ministry of Interior (MI) Ministry of Foreign Affairs (MRREE) Ministry of Social Development (MIDES)		

#### I. PURPOSE

<b>Programme Description:</b>	<p>This project was developed as one of the objectives of the One UN Programme 2007-2010 "Building Capacities for Development" in Uruguay.</p> <p>The project will support the processes of modernization of the State institutions and the promotion of citizen participation in the design, management, monitoring and evaluation of public policies at the national and local levels. It will also support the design of policies for population that include mobility, internal migration, and linkages with the Uruguayan Diaspora.</p>
<b>Development Goal:</b>	UNDAF 4. "By 2010, the country will have advanced in the adjustment of national legislation and practices to its international commitments, and in the strengthening of public and civil institutions for the design, execution, monitoring and evaluation of public policies."
<b>Outcome:</b>	One UN Programme 4.1: Programmes to modernize public administration and attention to citizens have been designed and are being implemented.
<b>Outputs and Key Activities:</b>	<ol style="list-style-type: none"> <li>1. Strengthen democratic, participative, and decentralized modernization of the State institutions in proactively and closely addressing the needs of the Uruguayan citizens and guarantee access to goods, transactions, requirements, and information necessary for the enjoyment of their rights and obligations.             <ol style="list-style-type: none"> <li>1.1 Creation of new systems that improve the functioning of the public administration and enhancement of access to information and ease transactions.</li> <li>1.2 Improving the mechanisms of identifying the population of the country.</li> <li>1.3 Strengthening the strategic capacity of the State to channel international cooperation efficiently.</li> </ol> </li> <li>2. Increase the capacity for professional management by State institutions to incorporate the development and promotion of quality information that Uruguayan citizens need; providing information on spatial mobility, internal migration, and international migration data of people and connect with the Uruguayan Diaspora.             <ol style="list-style-type: none"> <li>2.1 Strengthening the State institutions on managing internal migrations.</li> <li>2.2 Improving the connection with the Uruguayan diaspora.</li> </ol> </li> </ol>

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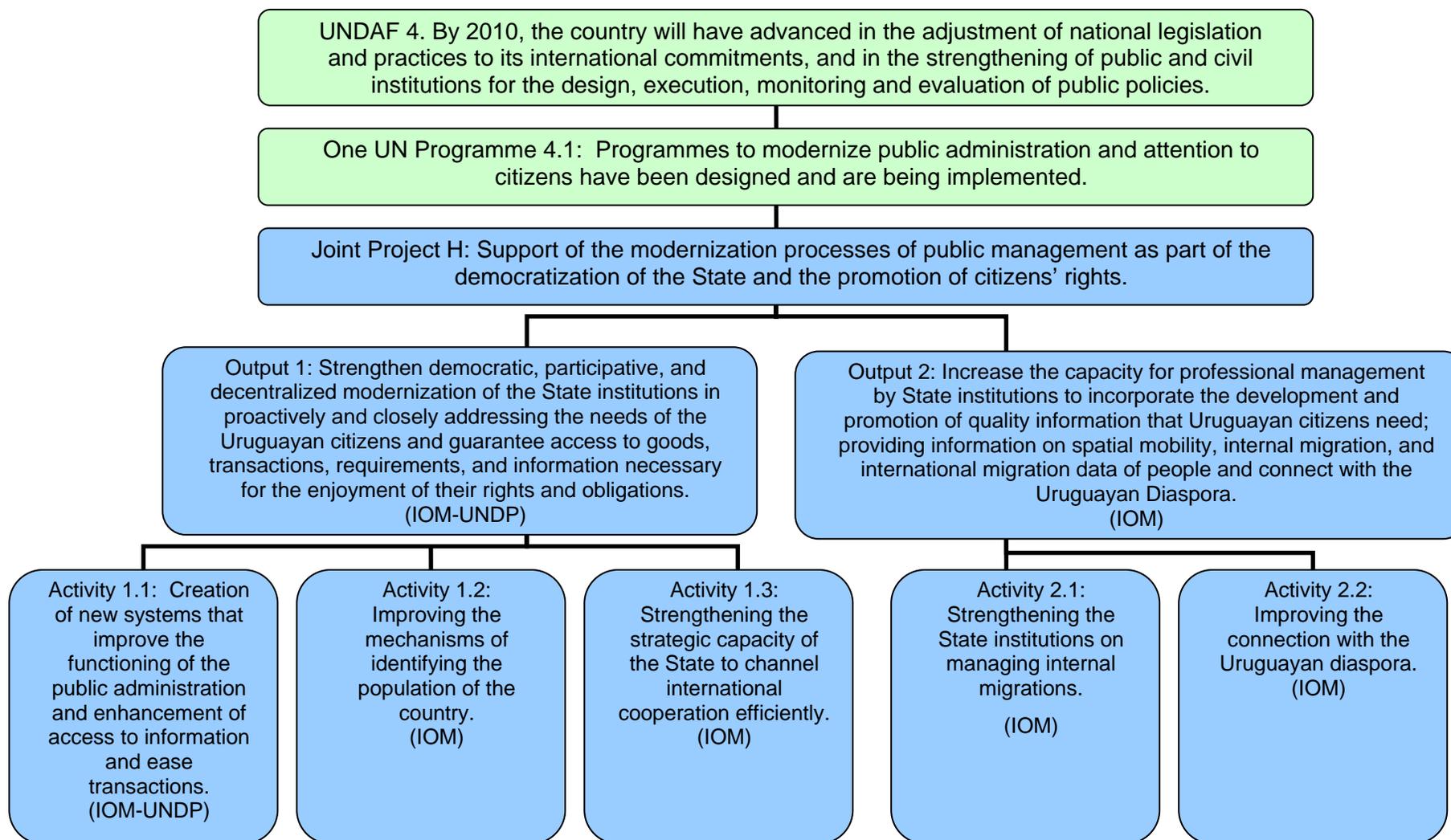


## URUGUAY ONE UN COHERENCE FUND

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#### Outputs for the Joint Project H and their relation to the One UN Programme and the UNDAF



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## II. RESOURCES

Participating UN Organization(s)	Approved Joint Programme Budget	Approved Disbursements (2008)
IOM	1,000,738	294,004
UNDP	959,770	217,884
<b>Total:</b>	<b>US\$ 1,960,508</b>	<b>US\$ 511,888</b>

## III. RESULTS

The Project has been implemented as programmed. The activities that had been planned were carried out; results were achieved progressively and, in many cases, they exceeded the goals initially established. The national implementing partners showed a high degree of commitment to implement the Project and made efforts not only to reach the specific goals of the Project in terms of activities and results but also to achieve the effects as a whole. This should ensure the sustainability of the outcomes achieved once the Project is complete. Capacity-building in various state offices involved in the Project has evolved in 2008 and will be consolidated in 2009.

### Lessons learned

- The creation the Management Committee as a working space, in addition to the coordinator for the Joint Project, has enhanced the coordination of the Project as a whole -- as well as the joint work by all the actors involved (lead agency, associated organizations, national partners, and the Project Coordinator) -- the resolution to various issues related to management and implementation.
- Support received from the Administrative Agent and the Resident Coordinator's Office, which accompanied various aspects of project management, played a key role in ensuring the proper execution of the project.
- Progress made in the elaboration and enhancement of the 2008 annual work plan conducted during the period will ensure better planning of activities.
- Throughout the process, there was an incremental cooperation between the national and local level governments, which resulted in greater involvement of the United Nations System (UNS) Agencies in the territory.

Key partnerships and inter-agency collaboration: impact on results.

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Close relationship and collaboration between both executing UNS Agencies (IOM as the leading agency and UNDP as an additional executing agency) facilitated the process for planning activities as well as monitoring execution of proposed outcomes.

**Output 1: Strengthen democratic, participative, and decentralized modernization of the State institutions in proactively and closely addressing the needs of the Uruguayan citizens and guarantee access to goods, transactions, requirements, and information necessary for the enjoyment of their rights and obligations. (IOM-UNDP)**

**1.1 Creation of new systems that improve the functioning of the public administration and enhancement of access to information and ease transactions (IOM-UNDP).**

#### Citizenship Assistance Centres (CACs). (UNDP)

- Three CACs started operations and a fourth one equipped.
  - Conducted surveys and needs analyses -- for IT equipment, furniture and supplies for setting-up CAC premises in the towns of Ciudad del Plata (Department of San José); Barros Blancos (Department of Canelones) and Tranquera (Department of Rivera).
  - Management of procurement and opening processes related to CAC implementation.
  - Supported the training process for staff at the Tranqueras CAC.
  - Opened a CAC in the town of Tranqueras (Department of Rivera). The opening ceremony was held on 15 December 2008 with participation of representatives from the national government, local governments, public corporations, agencies of the United Nations System and different actors.
  - Purchased IT equipment and inputs for the Barros Blancos CAC set-up, inauguration is planned for the month of March 2009.
  
- A Call Service Centre was planned and implemented in the Ministry of Labour and Social Security (MTSS for its acronym in Spanish).
  - Joint analysis with the Office of Planning and Budget (OPP for its acronym in Spanish) on development needs for the required software and IT equipment and required furniture for the installation of a Call Centre in the MTSS.
  - Management of procurement processes related to the Call Centre were launched (call and selection of a consultancy for designing the software solution, call and purchase of IT equipment and furniture for their operation).
  - A company was selected to develop a solution for scheduling appointments for the public to conduct businesses with the MTSS.

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- Procedures to be implemented in the CACs were updated.
  - Identification of required profiles for the creation of a task force on regional development, continuous improvement, and information technology.
  - Public call, courts integration, selection and contract management of the component task force.
  - Survey of local value procedures to be decentralized with the Municipality of Rivera.
  - Development of an advanced version of a Services and Procedures manual/guide, and an operational manual for the CAC in Tranqueras.
  - Participation in diagnostics development to simplify businesses opening processes.
  - Advice from an international consultant regarding processes on approaching citizens from other countries in the region.

#### **Implementation constraints and lessons learned.**

The execution of activities planned in the component was satisfactory in terms of progress towards achieving the expected outputs.

Execution of the project started on 15 July 2008, when first disbursement of the component was made. Prior to this disbursement, UNDP and IOM participated in several working meetings with the national counterpart and departmental actors in order to plan the necessary actions for setting-up the project and identify the necessary procedures for its implementation.

One of the main difficulties faced during the implementation, was the resignation and changes of head of the project at the national counterpart level (OPP) which occurred in late November 2008. This involved reviewing the progress made and actions planned with the new authorities. Within this context, necessary coordination was needed to build trust with the new authorities, creating a smooth relationship that facilitated implementation of activities and action planning for the next period.

#### **Other highlights and cross cutting issues pertinent to the results being reported on.**

It is worth noting the link between the component management with other ongoing initiatives (particularly the execution of a project funded by the UNDP-AECID fund for generating learning from the implementation of a pilot CAC where participation, gender equity and rights approach are key elements of the project). This generated economies of scale and complementarities at the programme level between both initiatives.

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#### Improving management processes and information generation of the National Migration Directorate (DNM) of the Ministry of the Interior. (IOM)

During this period, a high performance scanner was purchased to support the DNM in their work for this Project; the information management software was updated and civil servants were trained to use it. Activities to digitalize files were started by the company selected for that task. The digitalization process of immigration forms (entrance to Uruguay) and residence request forms were begun within the DNM.

#### **1.2 Improving population identification mechanisms. (IOM)**

The second sub-component involves four lines of action. The first two are implemented by the OPP, while the last two are implemented through the Ministry for Social Development (MIDES for its acronym in Spanish).

During the period, and in relation to the first two lines of action, consultants were retained to deal with the re-engineering process of the General Directorate of the Civil Status Registry. Equipment was purchased for the consultants to carry out their tasks. Within the scope of the DNIC, several purchases were made to provide the two local offices with IT equipment, as planned. The equipment will become operational in March and May 2009.

The activities carried out from MIDES are geared to the promotion of the right to identity and facilitation of procedures for the registry of citizens. Twelve training workshops on the right to identity took place in the past few months. The mobile office of the DNIC went to seven schools in critical areas where identity cards were produced and handed out. The Project provided funding for a consultant that collaborated in the design and implementation of the activities. Support was given to purchase equipment and supplies for various items: IT equipment, dissemination materials and office supplies for the offices of the MIDES.

#### **1.3 Strengthening the key strategic capacity of the State to channel international cooperation efficiently. (IOM)**

The joint Project carried out actions to enhance the government's capacity to direct international cooperation efficiently and maximize the positive impacts on the citizens. To that end, five consultants were hired. These consultants worked at the Department for International Cooperation (to be called Uruguayan Institute for International Cooperation in the future) to improve and coordinate cooperation efforts. Likewise, computing skills were strengthened (hardware was purchased and IT assistance was provided); funding was given to hold a national meeting of public offices working with resources from international cooperation; and experts were sent to Chile to reach an agreement with the Chilean Agency for International Cooperation.

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The Coordination Unit of the Delivering as One Programme in the OPP was established within this component. To that end, consultants were hired to provide technical assistance to the Programme Coordinator. The necessary purchases were made to ensure that this Unit can work correctly. The Programme Coordination Unit has made progress to design monitoring and assessment tools for all the projects, it has standardized the criteria for financial monitoring, and it has consolidated the internal communication mechanisms (project coordinators and the Department for International Cooperation) with the agencies and national implementing partners.

**Output 2: Increase the capacity for professional management by State institutions to incorporate the development and promotion of quality information that Uruguayan citizens need; providing information on spatial mobility, internal migration, and international migration data of people and connect with the Uruguayan Diaspora. (IOM)**

#### **2.1 Strengthening state institutions to manage internal migrations. (IOM)**

Ensuring the universal exercise of rights involves having the necessary knowledge about the dynamics of internal migrations in the country. One of the goals to be reached by this Project is to develop analysis tools and participate in the territorial and internal migration planning as well as to have a highly qualified technical unit assisting the Intersectoral Population Commission, working within the OPP. During this period, two professionals were selected and hired for the Technical Secretariat. In turn, a consultant was hired to coordinate the preparation of the diagnosis, and an Agreement with the School of Social Sciences of the University of the Republic of Uruguay (UdelaR for its acronym in Spanish) was made in order to develop a group of actions to prepare an updated diagnosis on internal migration. After completing this first period, a progress report on the diagnosis resulting in the specific reprocessing of the database from household censuses and surveys was made available; seven workshops were held with people from the various Departments of Uruguay. The Technical Secretariat has taken the first steps at inter-institutional level to coordinate and share information with the Municipality of Maldonado and the MIDES. Methodological background is being gathered to start a substantial exchange with other governmental agencies, particularly with the National Statistics Institute. This effort will introduce questions about the internal movements of the population in the next national census in 2010.

#### **2.2 Improving the link with the Uruguayan diaspora. (IOM)**

Improving the link with the Uruguayan diaspora has been defined as a key element within the framework of the general strategy for the development of Uruguay. The first line of action focuses on improving the link with the Consulting Councils of Uruguayans living abroad; the second line of action tries to improve communications with highly qualified Uruguayans living abroad.

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During 2008, the Project enhanced the activities of the General Direction for Consular and Liaison Affairs of the Ministry of Foreign Affairs (known as “*Departamento 20*”) by hiring two consultants, IT equipment for the Direction and funding trips facilitating the direct contact of representatives from *Departamento 20* and the organized groups of Uruguayans living abroad. Proceedings were started with the National Agency for Research and Innovation to update the database of highly qualified Uruguayans living abroad in order to be informed and in touch with the important input of human capital of these emigrants.

Establishing the Return and Welcome Office is another specific result of the Project. The goal of this office is to provide and disseminate better conditions for Uruguayans living abroad to return to Uruguay.

#### IV. FUTURE WORK PLAN

There is already an annual work plan for 2009 prepared by the national implementing partners and supported by the Project Coordination Unit and the IOM. Its purpose is not only to achieve the direct results of the Project but to enhance capacity building in the various public offices involved, thus ensuring the sustainability of the actions once the Project is complete.

**Output 1: Strengthen democratic, participative, and decentralized modernization of the State institutions in proactively and closely addressing the needs of the Uruguayan citizens and guarantee access to goods, transactions, requirements, and information necessary for the enjoyment of their rights and obligations. (IOM-UNDP)**

**1.1 Creation of new systems that improve the functioning of the public administration and enhancement of access to information and ease transactions (IOM-UNDP).**

##### Citizenship Assistance Centres (CACs). (UNDP)

- Inaugurate two CACs, the first one in the location of Barros Blancos (Canelones) during the first semester and the second one in the location of Ciudad del Plata in the second semester. During the second semester, initial steps will be conducted on the needs analysis for equipment and adaptation of the CAC in Montevideo, opening is expected in 2010.
- Inauguration of Call Service Centre in the MTSS is planned to take place during the first half of 2009
- Strengthen task force working on local value procedures and elaboration of a Service Manual and an Operations Manual for the implementation of the planned CAC, finishing the necessary training process. Moreover, diagnosis will be completed and will progress on the elaboration of proposals to simplify processes of businesses

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opening, evaluating necessary actions for its implementation.

This process takes place within an electoral year (internal elections at the end of the first semester and national elections at the end of the second semester); this will lead to intensified coordination efforts with national authorities subject to political requirements.

#### Improving management processes and information generation of the National Migration Directorate (DNM) of the Ministry of the Interior. (IOM)

Digitalization and indexation of files and certificates will be completed in 2009. Additionally, the list of passengers entering Uruguay by sea until 1950 will be digitalized. This documentation has a high historical value and it is deteriorating at present.

The training offered to the civil servants by the Directorate will be supplemented in 2009. This training together with the equipment purchased will allow the DNM to have all its files in a digital format and to continue digitalizing them in the future, as part of a regular task.

#### **1.2 Improving population identification mechanisms. (IOM)**

A consultant will be hired to support the re-engineering process of the General Direction of the Civil Status Registry. Additionally, equipment will be purchased to digitalize files, with a similar purpose to the case of the DNM.

Two local offices of the DNIC will be opened; equipment will be purchased under the Project. Apart from this result, the Database Centre of the DNIC will be strengthened by purchasing IT equipment.

As regards the population identification activities carried out by the MIDES, workshops will be held for the promotion of the right to identity and the mobile office of the DNIC will be set up in places with a high percentage of children and adolescents with no documents. Furthermore, and in order to build capacity, funds will be provided to produce a video and to re-publish a manual to be used in activities to promote the right to identity. This material will be used within the framework of the Project activities and by other state institutions related to this matter.

#### **1.3 Strengthening the key strategic capacity of the State to channel international cooperation efficiently. (IOM)**

The contracts with the consulting team working at the International Cooperation Department of the OPP and funded by the Project will be extended in 2009. The production of a group of documents referring to the characteristics of international cooperation that Uruguay receives

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has been programmed, as well as the identification of good management practices, monitoring and assessment of national projects funded by international cooperation and recommendations about planning and managing this type of projects.

Support will continue for experts from the International Cooperation Department to visit foreign cooperation agencies. A visit to Spain is programmed for March 2009.

Funding will be provided to hold an international seminar on the challenges of international cooperation in middle-income countries.

In regards to the Coordination Unit of the Delivering as One Programme, the Project will continue funding the contracts of technical assistants of such Unit and directly supporting the design of a planning methodology, management, monitoring and assessment of the Programme. This will become an input for the International Cooperation Department to be used in managing future projects funded by international cooperation.

**Output 2: Increase the capacity for professional management by State institutions to incorporate the development and promotion of quality information that Uruguayan citizens need; providing information on spatial mobility, internal migration, and international migration data of people and connect with the Uruguayan Diaspora. (IOM)**

#### **2.1 Strengthening state institutions to manage internal migrations. (IOM)**

In 2009, the Technical Secretariat for Migration Mobility and Population Distribution in Space will be designed, and the second diagnosis stage on internal mobility will be planned. On the basis of the progress made in the first few months of work, a coordination stage with state institutions will start in relation to the internal mobility of the population. The idea is to promote the use of information about internal mobility and distribution in space in designing public policies. An exchange agenda will be established together with the governmental agencies involved therein. In order to complete the diagnosis and its publication, various dissemination formats and consulting tools will be produced to make information available (web page, database, etc.).

#### **2.2 Improving the liaison with the Uruguayan diaspora. (IOM)**

The contracts of consultants working at *Departamento 20* and in the new Return and Welcome Office for Uruguayans of the MRREE will remain in force.

Agreements with state offices will be among the tasks of these consultants in 2009 to ensure the identification of the population and facilitate their return to Uruguay. Information materials will be published and will be distributed through the consulates of Uruguay. The joint work with the National Research and Innovation Agency to identify and contact highly qualified Uruguayans living abroad will continue.

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A fundamental activity that will take place is the Meeting of the Consulting Councils of Uruguayans living Abroad. It is expected to take place in Uruguay in April 2009.

Priority actions planned for the following year to overcome constraints are: to build on achievements and partnerships, and to use the lessons learned during the previous year.

# Annex10: Annual Report Project “I”



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<b>Joint Programme Number:</b>	66250 (Other: “I”)		
<b>Joint Programme Title:</b>	Support for the decentralization processes and promotion of citizen participation as part of the reform of the State.		
<b>Participating UN Organization(s):</b>	UNDP and UNESCO	<b>Cluster / Priority Area:</b>	Decentralization and citizens participation
<b>Implementing Partner(s):</b>	Office of Planning and Budget (OPP) Ministry of Education and Culture (MEC) Ministry of Foreign Affairs (MRREE) Ministry of Social Development (MIDES) National Parliament		

#### I. PURPOSE

<b>Programme Description:</b>	<p>This project was developed as one of the objectives of the One UN Programme 2007-2010 “Building Capacities for Development” in Uruguay.</p> <p>The project will: strengthen the process of decentralization and promotion of citizen participation throughout the country; improve the process of coordination and interaction of social, cultural, and international involvement policies; and ensure greater social and political participation through strengthening the Departmental councils of social policies.</p>
<b>Development Goal:</b>	UNDAF 4. By 2010, the country will have advanced in the adjustment of national legislation and practices to its international commitments, and in the strengthening of public and civil institutions for the design, execution, monitoring and evaluation of public policies.
<b>Outcome:</b>	One UN Programme 4.2 “Policies on decentralization and promotion of citizen participation in the territory will have been supported by 2010.”
<b>Outputs and Key Activities:</b>	<ol style="list-style-type: none"> <li>1.1 The coordination of social public policies throughout the country has been strengthened by 2010.</li> <li>1.2 The capabilities of the Ministry of Foreign Affairs related to the promotion of commerce and investment by implementing local Government initiatives and supporting the formation of diplomatic personnel have been strengthened by 2010.</li> <li>1.3 The coordination of public policies that promote social integration and citizenship throughout the country has been strengthened by 2010.</li> <li>2.1 The participation by citizens in the identification of priorities for the social policies throughout the country has been strengthened by 2010.</li> <li>2.2 The spaces for citizen participation throughout the country have been supported by 2010.</li> <li>2.3 By 2010, the link between Parliament and the community, in particular local governments and youth throughout the country, has been strengthened.</li> </ol>

# Annex10: Annual Report Project “I”

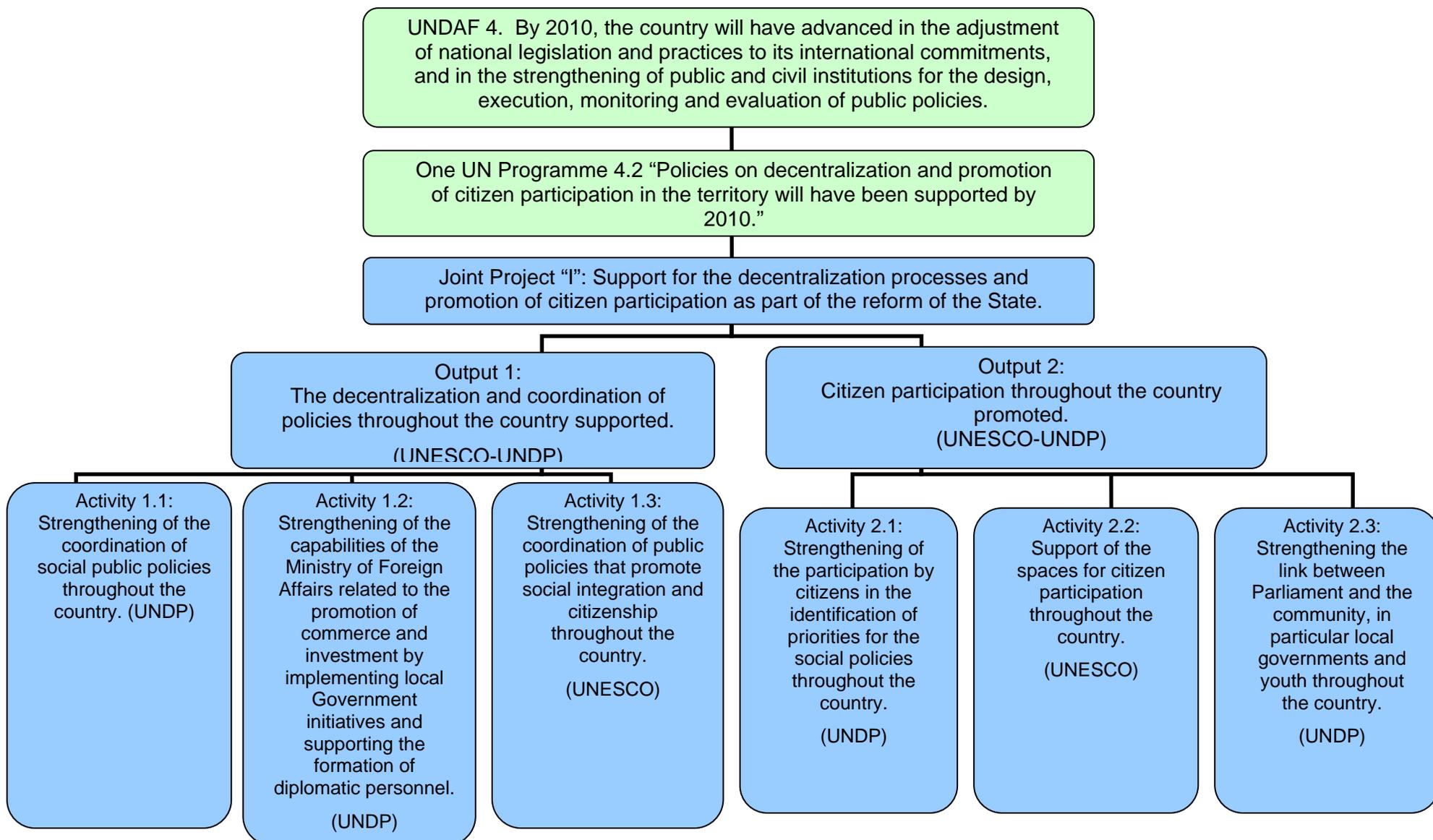


## URUGUAY ONE UN COHERENCE FUND

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#### Outputs for the Joint Project “I” and their relation to the One UN Programme and the UNDAF



# Annex10: Annual Report Project “I”



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## II. RESOURCES

Participating Organization(s)	UN	Approved Programme Budget	Joint	Approved Disbursements (2008)
UNDP		478,526		207,452
UNESCO		297,225		97,103
<b>Total:</b>		<b>US\$ 775,751</b>		<b>US\$ 304,555</b>

## III. RESULTS

### Components common results

- Qualified human resources were incorporated into the permanent management team of each of the local counterparts.
- Institutional capacities in project management were developed and incorporated into the national counterparts.
- Programmes were coordinated among the different organizations.
- Actions that encouraged citizen participation were developed.

### Limitations and lessons learned

Management capacities difficulties were encountered in some national partners, resulting in some delays during the first months of implementation.

- The Management Committee allowed for the cooperation of the components in the overall logic of the Project, addressing issues related to implementation.
- The Administrative Agent and the Resident Coordinator's Office facilitated the positive and effective development of the project.
- Regular opportunities of programme and financial planning enabled for proper project monitoring.
- Throughout the process there was a growing cooperation among the national and local level organizations, which resulted in a greater involvement of the United Nations System (UNS) Agencies in the territory.

### Partnerships and inter-agency relationship. Impact on results

There has been a very good level of collaboration between the two implementing agencies (UNDP - UNESCO); this facilitated the process of planning activities and monitoring implementation towards the expected results.

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Moreover, it is noteworthy the cooperation between the management of the project components with other initiatives that UNDP, in particular, and the UN system in general, are implementing.

#### **Cross-cutting issues to be highlighted**

Awareness activities and training were developed at the Joint Programme level for crosscutting approach on gender, human rights and local development.

#### **Output 1: The decentralization and coordination of policies throughout the country supported. (UNESCO-UNDP)**

##### Activity 1.1: Strengthening of the coordination of social public policies throughout the country. (UNDP)

- A national-level seminar to exchange experiences, involving civil society actors (450 people participated from 84 municipalities, as well as representatives from 21 Local Social Councils [LSCs] across the country) was held.
- Training and dissemination materials were printed on citizenry development and citizen participation (three publications on active citizen participation, LSC presentation and summary of the day).
- A national seminar of inter-institutional working groups was held.
- Training of members of the inter-institutional working groups was conducted.

##### Activity 1.2: Strengthening of the capabilities of the Ministry of Foreign Affairs related to the promotion of commerce and investment by implementing local Government initiatives and supporting the formation of diplomatic personnel. (UNDP)

- Equipment was procured to strengthen agencies capacities, for the implementation of their actions throughout the country.
- Restoration and maintenance of bibliographic heritage of the MRREE. Restored 370 publications.
- Adaptation and modernization of a virtual communication system (web pages, database) were conducted. A website was developed and updated its database. 3,000 companies in the country have access to updated data for accessing State dependencies, exporters, importers, local government and diplomatic missions of the Republic abroad.

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#### Activity 1.3: Strengthening of the coordination of public policies that promote social integration and citizenship throughout the country. (UNESCO)

##### MEC-Centres-and Monitoring Equipment

Project Coordination Unit is in close coordination on administrative and financial management issues with the Area for Projects and International Relations of the MEC. Work was conducted with 10 coordinators from MEC Centres. These MEC Centres were supported by acquiring the following equipment:

- Fourteen beams (input essential for the implementation of cultural and educational activities in the localities).
- Four computers for the image centres.

##### Human Rights, Training in Human Rights and Citizenship –

Objective: To raise awareness on human rights, train local staff on the issue, coordinate with other local organizations and encourage citizen participation.

- Held 37 workshops and participation in 2 local fairs were conducted in a total of 18 locations (including 5 Departmental Capitals). The locations were: 25 de Agosto, Arrozal, Belen, Blanquillo, Cerro Chato, Cerro Colorado, Chamizo Chico, Chuy, Corner, Durazno, Florida, Lascano, Salto, Santa Clara, Sarandí de Yí, Treinta y Tres, Villa del Carmen, Villa Constitución.
- The workshops addressed the following themes: Human Rights Awareness, Citizen Participation, Gender and Diversity, Sexual and Reproductive Rights, Discrimination.
- More than 800 people (teachers, stakeholders and general public of all ages) participated.
- The networking included local organizations, and schools; the workshops attained the cooperation of Municipal Governments and the Primary School Council authorities.
- Outreach materials were developed (folders, leaflets, brochures, publications).
- We worked closely with the country's National Commission for UNESCO.

##### Right to Identity Report.

Objective: To investigate the current law on civil registry. Report on the activities of the Directorate.

- "Agreement of Academic and Scientific Cooperation" signed with the Faculty of Law (University of the Republic) to conduct an investigation in order to collect, systematize and explore the different existing rules on Civil Registration "For the purpose of determining whether they fit the current reality and the policy of modernization that is taking the direction." It is hoped that this process would lead to the actualization of current law.
- A leaflet was produced with the purpose of informing the public about the steps to register the newborn.

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#### **Output 2: Citizen participation throughout the country promoted. (UNESCO-UNDP)**

##### Activity 2.1 Strengthening of the participation by citizens in the identification of priorities for the social policies throughout the country. (UNDP)

This activity is closely linked and is being executed in conjunction with Activity 1.1.

##### Activity 2.2: Support of the spaces for citizen participation throughout the country. (UNESCO)

#### Cultural Workshops, exhibitions and cultural shows

##### Culture Factories

Objective: To strengthen the human and productive capital through the formation of small businesses.

- Factory 1: Sarandí of Yi (Durazno). Training parents through the Uruguayan National Institute for the Child and Adolescent (INAU for its acronym in Spanish) was conducted; also the necessary equipment was provided (in this case forms for clothing design).
- Factory 2: Castillos (Rocha). Members of the art crafts Working Cooperative of Palmar, Ltd (CODELPA, for its acronym in Spanish) were trained in Marketing and Economic Feasibility Analysis.

From each payment, a singer.

Objective: To promote the participation of musicians from the interior of the country under a decentralization concept of cultural development.

- Nine groups and / or soloists participated from Tacuarembó, Canelones, Salto, Durazno, Montevideo and Paysandú.

##### Touring exhibition

Support for "touring exhibition of photographs on Traditional Festivals Uruguay". This effort supports a programme from the Directorate of Cultural and Heritage Commission to build an area of intangible heritage. This was the first festival of Uruguayan traditions. The tour will travel through various departments of the interior (so far Paysandú and Rocha).

#### Education -

Objective: Develop Distance Education Program through the strengthening of the web.

- Four tutorial courses conducted.
- Four teachers were recruited and provided distance learning courses to more than

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75 people. Following the success of these projects, a new call for "Summer School" is expected to take place.

- A symposium on Enhancing Portals was conducted. It included the participation of 37 people. It also addressed topics such as: teachers, information and communications technologies, digital resources, networks, portals, and the experience of Argentina and Chile on Science and Technology.
- Printed publication on Science, Technology and Education.

#### Ministry of Public Health-Health Education –

**OBJECTIVE:** To provide information to various population groups in small communities through workshops, seminars and support material.

- Twenty workshops were conducted and participated in a fair in 11 Departmental locations: 25 de Agosto, Arrozal, Blanquillo, Cerro Colorado, Chamizo Chico, Durazno, Florida, Rincon, Sarandí de Yi, Treinta y Tres, Villa del Carmen.
- The workshops addressed the following topics: Sexual Rights and Health, Masculinity, Aggressiveness and Alcoholism, Sexuality (and diversity, gender, child gender and parents, and prevention male female).
- More than 1,700 people (teachers, stakeholders, general public) attended.
- Reprinted 13 Health Promotion publications.

#### Training Workshops-MIDES

**Objective:** To strengthen the officers from the Inter-institutional Social Policies Roundtables (MIPS for its acronym in Spanish) processes citizenship.

- Trained MEC centres coordinators in Project Management.

#### Activity 2.3: Strengthening the link between Parliament and the community, in particular local governments and youth throughout the country. (UNDP)

- Communication strategy carried out. Acquisition of technology for institutional archive (3 professional cameras to national archive regarding Parliament sessions and historical facts available to the 19 Departments).
- Permanent parliamentary staff was trained.

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#### IV. FUTURE WORK PLAN

##### **Output 1: The decentralization and coordination of policies throughout the country supported. (UNESCO-UNDP)**

###### Activity 1.1: Strengthening of the coordination of social public policies throughout the country. (UNDP)

- Train additional LSCs through meetings involving Councils and Sub-councils and publications on citizen participation, citizens' rights and participatory democracy.
- Organize inter-institutional working groups trained and local action plans developed. (MIDES, National Directorate of Territorial Coordination).
- Strengthen coordination mechanisms between inter-institutional working groups and the LSCs.

###### Activity 1.2: Strengthening of the capabilities of the Ministry of Foreign Affairs related to the promotion of commerce and investment by implementing local Government initiatives and supporting the formation of diplomatic personnel. (UNDP)

- Preservation of Library and bibliographic materials updated (acquisition, recovery and improvement of database and currently held material).
- Improve communication, socialization and democratisation of the Artigas Foreign Affairs Institute reaching all of the country.
- Strengthen the Ministry of Foreign Affairs in promoting trade and investment, to enhance initiatives received from local governments.

###### Activity 1.3: Strengthening of the coordination of public policies that promote social integration and citizenship throughout the country. (UNESCO)

- Prioritize institutional decentralization and citizen participation throughout the country.
- Maximize joint proposals and joint work of the planning area.
- Promote areas of exchange with other components of Project I, enhancing the added capacities of the MEC Centres.

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#### **Output 2: Citizen participation throughout the country promoted. (UNESCO-UNDP)**

##### Activity 2.1 Strengthening of the participation by citizens in the identification of priorities for the social policies throughout the country. (UNDP)

This activity is closely linked and is being executed in conjunction with Activity 1.1.

##### Activity 2.2: Support of the spaces for citizen participation throughout the country. (UNESCO)

- The, Ministry of Education and Culture will work in seven (7) departments with MEC Centres: Florida, Durazno, Treinta y Tres, Salto, Rocha, Cerro Largo Paysandú and approximately 35 villages with fewer than 5,000 inhabitants.
- Coordinate strategies between the MEC, and the Ministry of Public Health (MSP for its acronym in Spanish) and MIDES.

##### Activity 2.3: Strengthening the link between Parliament and the community, in particular local governments and youth throughout the country. (UNDP)

- Implement a communication strategy through three main highway corridors for the entire national territory. Main target: 19 local councils, 19 local governments, schools throughout the country.