



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

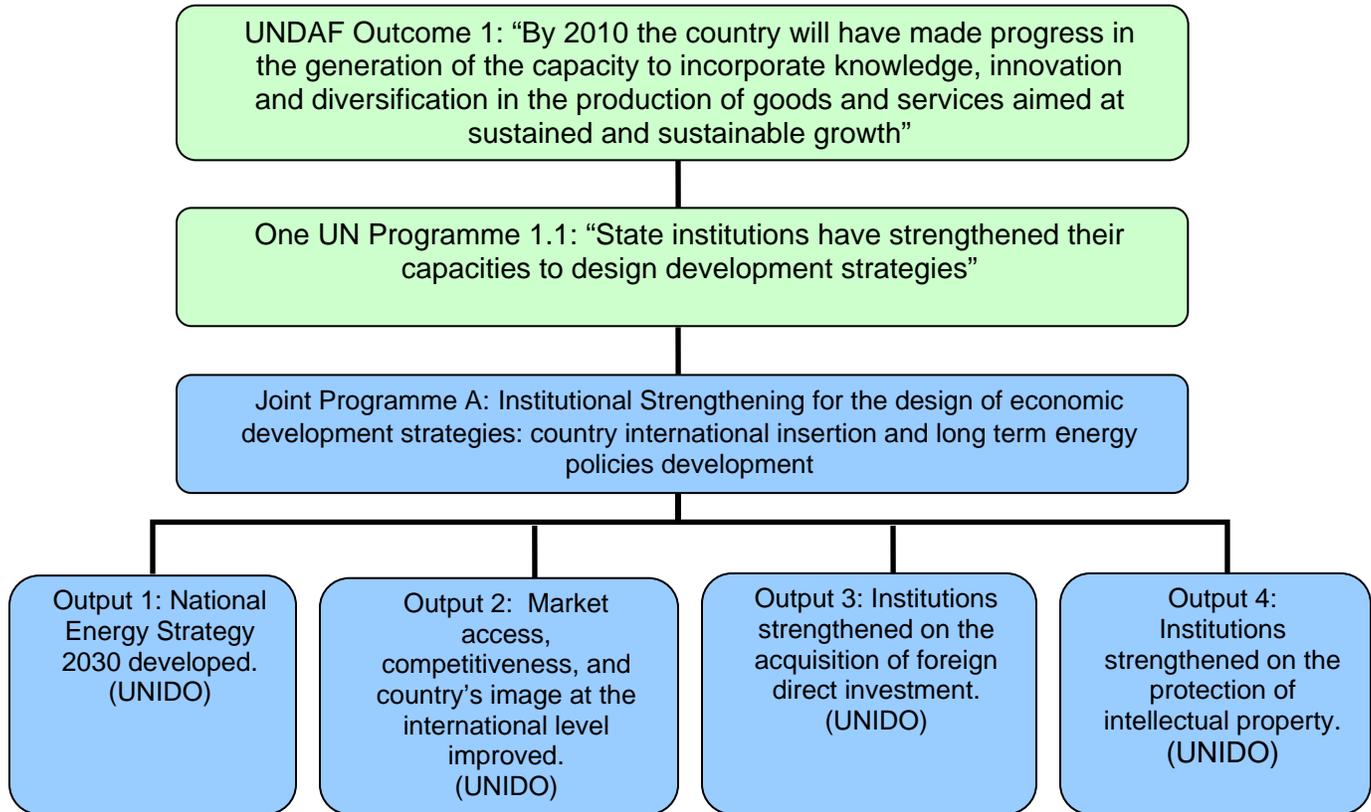
<b>Programme Number:</b>	66241 (Other: A)		
<b>Programme Title:</b>	Institutional Strengthening for the design of economic development strategies: country international insertion and long term energy policies development		
<b>Participating UN Organization(s):</b>	UNIDO	<b>Cluster Priority Area:</b>	Sustained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



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



**II. RESOURCES**

Participating UN Organization(s)	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>

### 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.



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#### **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.



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### 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.