



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

# URUGUAY ONE UN COHERENCE FUND

## Annual Progress Report

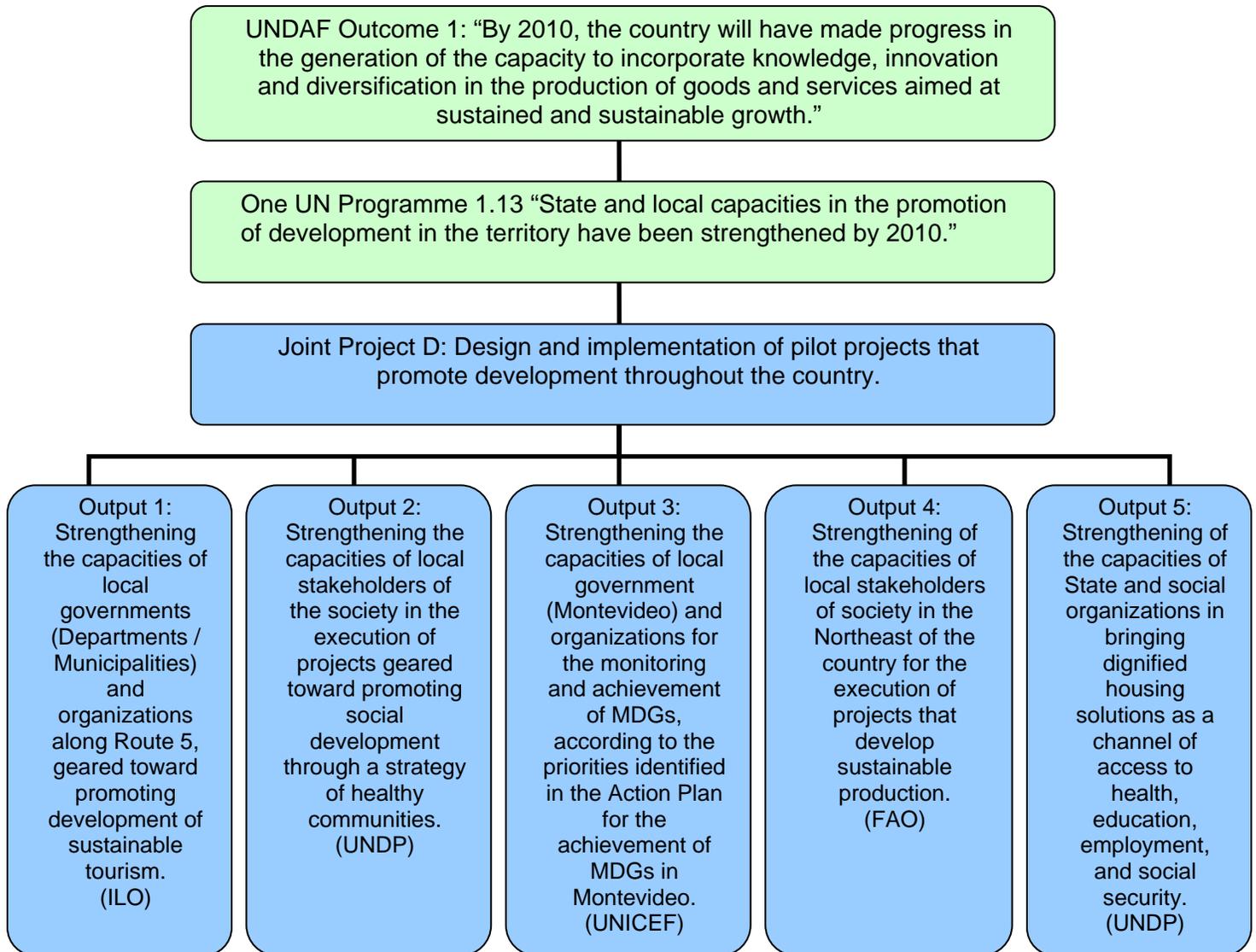
Reporting period: July 2008 – December 2008

<b>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>	<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 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 or 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.</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 1.13 “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>

**Outputs for the Joint Project D 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)
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, 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.



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- 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 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 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.

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### **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 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.



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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.

##### 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.



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#### 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 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



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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.

#### **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 draining to institutional and community personnel.

#### **IV. 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).



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Actions to be undertaken:

- Implement and evaluate health promotion projects in six Departments.
- 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								

**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.



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- 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.