



Uruguay One UN Coherence Fund

Annual Project Narrative Progress Report

Reporting Period: 1 January – 31 December 2009

<p>Submitted by: Susan McDade, United Nations Resident Coordinator in Uruguay</p> <p>Contact information: susan.mcdade@undp.org</p>	<p>Country and Thematic Area</p> <p>Uruguay, State Reform and Citizens' Rights</p>						
<p>Programme No: H MDTF Office Atlas No: 66249 Programme Title: Support of the modernization processes of public management as part of the democratization of the State and the promotion of citizens' rights.</p>	<p>Participating Organization(s):</p> <p>IOM and UNDP</p>						
<p>Implementing Partners: Office of Planning and Budget (OPP) Ministry of Interior (MI) Ministry of Foreign Affairs (MRREE) Ministry of Social Development (MIDES)</p>	<p>Programme Budget (from the Fund):</p> <table border="1" style="margin-left: auto; margin-right: auto; border-collapse: collapse;"> <tr> <td style="padding: 2px;">UNDP</td> <td style="padding: 2px; text-align: right;">959,770</td> </tr> <tr> <td style="padding: 2px;">IOM</td> <td style="padding: 2px; text-align: right;">1,000,738</td> </tr> <tr> <td style="padding: 2px;">Total:</td> <td style="padding: 2px; text-align: right;">US\$ 1,960,508</td> </tr> </table>	UNDP	959,770	IOM	1,000,738	Total:	US\$ 1,960,508
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<p>Programme Duration (in months): 30 <u>Start date</u>¹: 14-Jul-2008 <u>End date</u>: 31-Dec-2010 Original end date Revised end date, if applicable Operational Closure Date², if applicable: <u>Budget Revisions/Extensions:</u> List budget revisions and extensions, with approval dates, if applicable</p>							

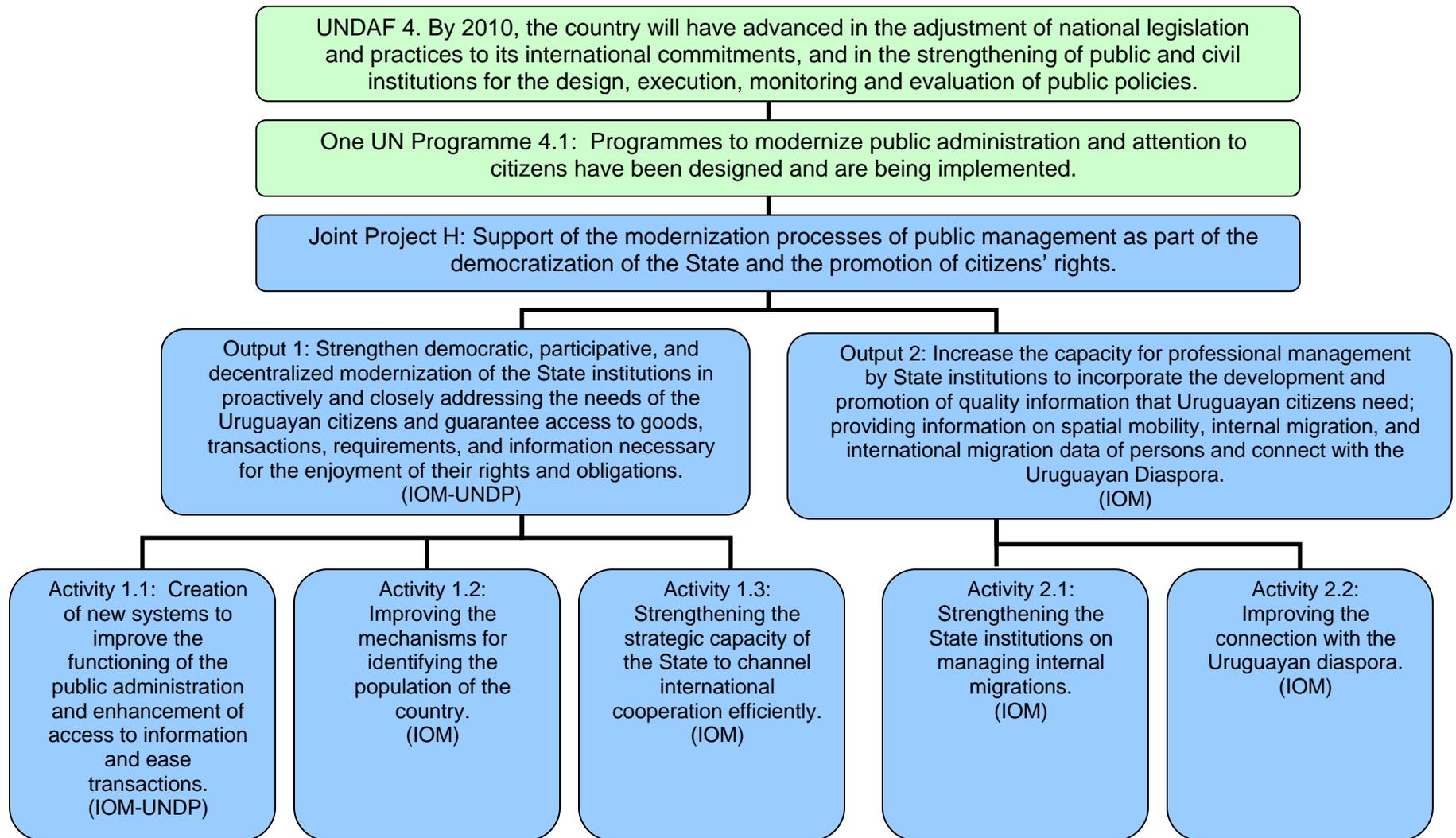
¹ The start date is the date of the first transfer of funds from the MDTF Office as Administrative Agent.

² All activities for which a Participating Organization is responsible under an approved MDTF programme have been completed. Agencies to advise the MDTF Office.

I. PURPOSE

<p>Programme Description:</p>	<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>
<p>Development Goal:</p>	<p>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.”</p>
<p>Outcome:</p>	<p>One UN Programme 4.1: Programmes to modernize public administration and attention to citizens have been designed and are being implemented.</p>
<p>Outputs and Key Activities:</p>	<ol style="list-style-type: none"> 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"> 1.1 Creation of new systems to improve the functioning of the public administration and enhancement of access to information and ease transactions. 1.2 Improving the mechanisms for identifying the population of the country. 1.3 Strengthening the strategic capacity of the State to channel international cooperation efficiently. 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 persons and connect with the Uruguayan Diaspora. <ol style="list-style-type: none"> 2.1 Strengthening the State institutions on managing internal migrations. 2.2 Improving the connection with the Uruguayan diaspora.

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



II. RESOURCES

Participating UN Organization(s)	Approved Joint Programme Budget	Approved Transfers to PUNOs (2008)	Approved Transfers to PUNOs (2009)
IOM	1,000,738	294,004	388,732
UNDP	959,770	217,884	344,327
Total:	US\$ 1,960,508	US\$ 511,888	US\$ 733,059

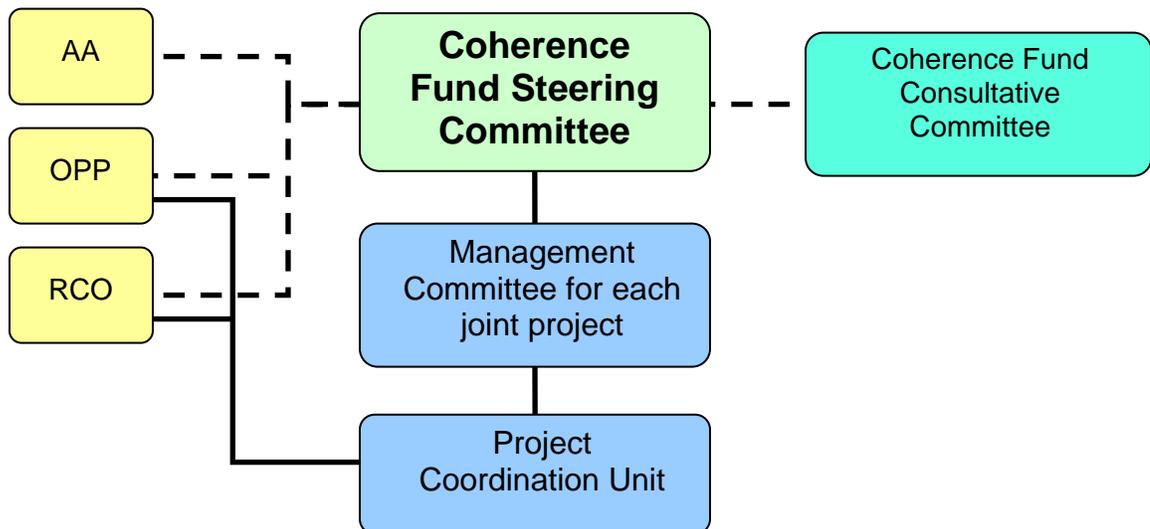
III. IMPLEMENTATION AND MONITORING ARRANGEMENTS

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).

The members of the Management Committee are: Office of Planning and Budget (OPP), Ministry of Interior (MI), Ministry of Foreign Affairs (MRREE), Ministry of Social Development (MIDES), the Resident Coordinator's Office (RCO), the executing agencies (IOM and UNDP) and the associated UN Agencies (UNFPA, UNICEF, UNIFEM).

Governance mechanisms for the Uruguay One UN Coherence Fund.



IV. RESULTS

Lessons learned

- As highlighted in the previous report, the creation of 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. In June 2009, during the elaboration of the Annual Work Plan for the following 12 months, the Results Matrix was updated as well as the Monitoring and Evaluation Framework was adjusted without deviating from the expected results or the action taken. The Management Committee approved the Annual Work Plan, reaching high levels consensus about its contents.
- The joint work of State agencies in the project has highlighted the different forms of implementation employed within the Government, and this constitutes a permanent challenge for the coordination of the Project to ensure the quality of implementation and the improvement of the relationship between various stakeholders aimed at achieving diverse common objectives.

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

During 2009, good relationship and collaboration between both executing UNS Agencies (IOM as the leading agency and UNDP as an additional executing agency) and the national partners in the implementation were maintained.

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

- To date, two Citizen Service Centers (CACs) have been installed and began operations, and two more are being planned.
- A Call Service Center in the Ministry of Labor and Social Security (MTSS) was put into operation in the beginning of 2009. The project was responsible for the acquisition of hardware, software and furniture needed for its implementation. Four of the seven people that staff the centers, are contracted by the Project. The Call Center has been very useful both for the MTSS (by improving efficiency of services provided) and for citizens who have a quicker and simpler mechanism for communication and management initiatives with the Ministry.
- Activities have continued in the redesign of policies and procedures for citizen services provided by Departmental Governments. The immediate objective of these

actions is to bring municipal procedures to allow implementation in the Citizen Information Centers. The redesigning processes in the offices of the departmental governments have additional results; improvements and efficiency gains have been observed which benefit a greater number of citizens using the services of the CACs.

- In the second half of 2009, support began for the simplification of procedures for opening new businesses. This is an important initiative for the National Government's objectives as it provides transparency and ease for installing new businesses generating a better operating environment. Both the responsibility for this action line as the technical team involved in its implementation, have been hired by the project. The project has also developed a website through which the public will visualize the simplified procedures. In late 2009, leaders of all Government institutions involved in the process of opening companies signed a Letter of Intent, by which they agree to cooperate closely and meet a detailed implementation schedule.
- In 2009, the process of scanning and indexing records of the National Directorate of Immigration (Ministry of Interior) concluded according to schedule. The project was responsible for improving the office's operations as well as scanning and indexing records. Access to quality information for the analysis of the dynamics of migration in the country was also improved.

1.2 Improving population identification mechanisms. (IOM)

This output involves four lines of action. The first two are implemented by the OPP while the last two are implemented through the MIDES.

During the reporting period, and in relation to the first two lines of action, the project provided support for the re-engineering process of the General Directorate of the Civil Registry (DGREC). Two local offices of the National Directorate for Civil Identification (DNIC) were opened in the Departments of Rivera and Rio Negro. Citizens in these localities can process their National Identification Cards and Passports at near-by offices. These offices also work closely with the CACs in providing decentralized services being nearer, faster and easier for the citizens.

Through MIDES, this project, is implementing a public campaign to encourage and implement the identification and registry of citizens promoting the rights to identity. During 2009, the project continued holding workshops and issuing identity cards in remote rural areas. Additionally, outreach materials were edited and published through the project, (posters, brochures, a video and manual). These materials are used not only by the MIDES but by other State institutions capable of promoting the right to identity.

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 manage international cooperation efficiently and maximize the positive impacts on citizens.

The Department of International Cooperation within OPP was supported in the redesign of management processes for cooperation, and the evaluation of experiences of international cooperation in the country. An international seminar on middle income countries was held,

making significant contributions to the debate and information available on the issue.

The Government's Coordination Unit for the Delivering as One Programme in the OPP was established within this output. The project funds the operation of this unit. In addition to hiring consultants and fund acquisitions for its operations, since March 2009, the unit has been mandated to coordinate the design projects and implement the Monitoring System as a whole. In December 2009, the system was introduced, and it is operational and accessible on the web (<http://iuci.opp.gub.uy:8080/monitoreo/servlet/hconinicio>).

In part, this project provides financial support for the office within the OPP that oversees the execution of the joint projects funded through the One UN Coherence Fund. This fact does not imply that this joint project has a higher hierarchical standing than the others; instead, it provides the necessary support that guarantees the oversight and structure needed for the implementation of the pilot experience. It is being planned that in the future the unit that coordinates the implementation of several projects receive its own specific funds and be independent from a specific joint project.

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 persons 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 to participate in the territorial and internal migration planning as well as to have a highly qualified technical unit assisting an Intersectoral Population Commission, working within the OPP.

During the year, two studies on mobility and internal migration were carried out through agreements with the University of the Republic of Uruguay. Statistical information was presented in these studies, whose data and analysis is also available through the web. The voluminous information contained in reports produced by the University of the Republic was summarized in a document to be released in 2010.

Progress was made in the installation and commissioning of a Technical Secretariat on Mobility, Internal Migrations, and Distribution of the population to be formed within OPP under this Project despite some delays on implementing activities in the year. At the end of 2009, the coordinator of this Secretariat, with support from IOM, made significant progress. A website and study on internal migration were developed as well as a strategic plan and operational plan for 2010. The secretariat will provide for concrete actions to a) ensure the convening of an Intersectoral Population Commission, to which the Secretariat will provide technical support, b) training on use of population data for the definition of public policies aimed at departmental and public enterprises Uruguayan state, c) analysis of possibilities of using administrative data available in the country for population estimates for small areas and d) collection of information on internal mobility of population.

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; and the third line of action aims at the installation and commissioning of an Office of Return to meet demands of Uruguayans who return after having lived abroad.

In 2009, the project strengthened the work of the Directorate General for Consular Affairs (known as Department 20) to maintaining contacts with Uruguayans living abroad: Advisory Councils of Uruguayan citizens abroad were strengthened by the promotion of their organization, activities and facilitation of information related to services provided by the State. The national partner reported the creation of four advisory councils in 2009 and operational support for another nine. Finally, negotiations were supported by the project for reaching agreements with other offices of the State to assure the rendering of specific services for citizens outside of the country.

The Office of Return and Welcome, created during the executing of this project, began taking care demands of Uruguayans who return to the country. The progress reported by the National Associate for this activity is limited. The shortage of staff in the office makes balancing the speed and efficiency juxtaposed to the growing demand and with the design and implementation of new features of the office initially considered.

The project has also placed great emphasis on connecting with highly qualified Uruguayans that moved abroad encouraging them to collaborate with the National Agency for Research and Innovation. Negotiations have started to generate similar links with this population and the University of the Republic of Uruguay.

V. FUTURE WORK PLAN

The annual work plan for 2010 was approved by the project's Management Committee in June 2009 along with adjustments to the Monitoring and Evaluation Matrix. The first document sets out the budget allocation by line of action items and semesters. The second identifies indicators of achievement of the main products expect to get as a result of those investments and quantification of those (targets).

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 to improve the functioning of the public administration and enhancement of access to information and ease transactions (IOM-UNDP).

Installation and commissioning of two Centers for Citizen Attention.

Continue the process of redesigning procedures for departmental and Citizen Centers.

Most of the funds programmed for this output are aimed at supporting the process of simplification of procedures for opening businesses, which started as indicated by mid-2009. Continue support for the Enterprise Portal (web) and installation in the offices of the "Enterprises in a Day", an endeavor with similar characteristics as Portugal's *Empresa na Hora*. This activity will make it possible for entrepreneurs to create a company in just one office (one-stop office) in a single day. This initiative will modernize administration, and is a step on the way to simplifying the relationship between a firm and the Public Administration throughout its life-cycle.

No substantive actions are anticipated in the National Directorate of Immigration (Ministry of Interior) as all activities have been executed.

1.2 Improving population identification mechanisms. (IOM)

The MIDES will continue to conduct workshops for promoting the identity rights of citizens throughout the country.

Activities have been completed in the support of the DNIC that was achieved through the installation of two offices, according to schedule. Support to the DGREC will continue until April as most of the planned activities have been executed and almost all the funds have been allocated. The continuation of its activities for the remaining period are focused on leaving installed capacities for project management.

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

The project will continue providing support for the International Cooperation Department - OPP until April 2010. As in the case of DGREC, the support for these activities will conclude, and additional sources of funding have been secured, guaranteeing sustainability of the attained results.

However, activities for the support of the creation of the Uruguayan Institute of International Cooperation will continue as well as support for the Coordination Unit for the Delivering as One office within OPP.

As the joint projects funded through the One UN Coherence Fund are programmed to conclude on 31 December, this support unit will focus its activities in systematizing experiences and lessons learned through this pilot experience as well as assessing the results attained.

The monitoring system will be upgraded and reports will need to be generated to register the achievements of the program.

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 persons and connect with the Uruguayan Diaspora. (IOM)

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

Technicians from Departments of the interior and national public enterprises will be trained in the use of information on internal mobility of population for policy development.

Support for the website will continue, through which access will be possible date and comprehensive information on spatial distribution and population movements in the country.

Finally, progress will be made in analyzing the possibilities for use of administrative sources for conducting population estimates for small areas.

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

Work will continue with the national partner (Ministry of Foreign Affairs) in order to achieve the results involved. Institutional strengthening will be promoted for Department 20 and the Office of Return and Welcome seeking the sustainability of human and material resources for the continuation and expansion of their activities.

VI. MONITORING

Expected results	Indicators	Status/measure
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.	• Citizen Service Centers installed.	2
	• CACs Users Satisfied.	Pending
	• Citizen Services Call Center.	Operative
	• Procedures for opening new business simplified.	In progress
	• Scanning and indexing of records of the National Directorate of Immigration.	Concluded
	• Offices National Directorate for Civil Identification opened in the interior of the country.	2 (Rivera and Rio Negro)
	• International Seminar on Middle Income Countries.	Held
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 persons and connect with the Uruguayan Diaspora.	• Studies on mobility and internal migration.	2
	• Establishment of Technical Secretariat on Mobility, Internal Migrations and Distribution of Population.	In progress
	• Advisory councils of Uruguayans living abroad created by the project.	4
	• Advisory councils of Uruguayans living abroad supported by the project.	9
	• Office of Return and Welcome created.	Operational
	• Number of highly qualified Uruguayan professionals cooperating with national organizations.	Not available

VII. ABBREVIATIONS AND ACRONYMS

AA	Administrative Agent
CAC	Citizen Service Center
CFCC	Coherence Fund Consultative Committee
CFSC	Coherence Fund Steering Committee
DaO	Delivering as One
DGREC	General Directorate of Civil Registry
DNIC	National Directorate for Civil Identification
IOM	International Organization for Migration
MDTF	Multi-Donor Trust Fund
MI	Ministry of Interior
MIDES	Ministry of Social Development
MRREE	Ministry of Foreign Affairs
MTSS	Ministry of Labour and Social Security
OPP	Office of Planning and Budget
PUNO	Participating United Nations Organization
RCO	Resident Coordinator's Office
UNDAF	United Nations Development Assistance Framework
UNDP	United Nations Development Programme
UNFPA	United Nations Population Fund
UNICEF	United Nations Fund for Children
UNIFEM	United Nations Fund for Women
UNS	United Nations System