Building Capacities for Development

The "Delivering as One" experience

United Nations Uruguay
Delivering as One

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The One UN Programme “Building Capacities for Development” was signed on 19th October 2007 between the Government of Uruguay and the United Nations System (UNS).

The One UN Programme, as part of the UN reform, implements a new form of cooperation where the Government, donors and the UNS pioneer a new strategic framework of cooperation. The main objective of the Delivering as One (DaO) experience is to increase the UNS’s impact, effectiveness and efficiency by delivering in a coordinated way and through more coherent programmes and to reduce transaction costs for governments and for the UN by capitalizing on the strengths and comparative advantages of the different Agencies, Funds and Programmes.

The One UN Programme was developed under two principles: national ownership of the process and a wide inclusion of the various agencies of the system. These two principles resulted in the high impact achieved by various projects that have been developed within its framework. From inception, the One UN Programme was designed to strengthen national capacities, to provide strategic and technically qualified support, and to be implemented through an interagency modality providing the country and its people with access to the experience and abilities of the United Nations as a whole.

This joint effort, with the support of donor countries (Spain, Norway, Netherlands and United Kingdom which contribute to the Coherence Fund), has sought at all times to meet the greatest national challenges.

Here are 12 joint programmes supported by the Coherence Fund.
Project A

Institutional strengthening for the design of economic development strategies: country international insertion and long term energy policies development

Implementing Partners: Office of Planning and Budget (OPP); Ministry of Foreign Affairs (MRREE); Ministry of Industry, Energy and Mining (MIEM); Ministry of Tourism and Sports (MTD); Agency of Investigation and Innovation (ANII); Uruguay XXI

Executing Agency: United Nations Industrial Development Organization (UNIDO)

Cross cutting issues: Strengthening of State capacity to plan sustainable development strategies

Joint project on economic development strategies

The UNS, through UNIDO, supports the development of policies that address energy, country image, foreign direct investment, and intellectual property. The UNS provides support to achieving sustained and sustainable economic growth. It also promotes coordination within the executive branch and government agencies, giving emphasis to the coordination mechanisms to achieve strategies that have a long-term view.

Key results:

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.
Strengthening of State capacity to plan sustainable development strategies

Cross cutting issues:

Joint project to promote sustainable production and employment

The UNS, being led by UNIDO and through joint execution with FAO and UNEP, supports the achievement of human development by improving the capacities to develop public policies through: the capture 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 for the development of a strategy for cooperative production, and the design of technical environmental data that promote strategic production strategies for the long-run.

Key results:
1. Technical information and inputs are being generated for the design of mechanisms that enhance strategic production for the long run.
2. Information and inputs are being generated for the improvement of policies directed to the sustainable management of forest resources.
3. Information, inputs, and capacity are being created for the generation and implementation of a policy that supports the recovery of businesses, job creation, and restructure of production.
4. Capacity is being generated 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 is being elaborated and disseminated.
6. Technical information and inputs are being generated for the design of mechanisms that enhance strategic productive production with an environmental basis for the long run.

Implementing Partners: Office of Planning and Budget (OPP); Ministry of Livestock, Agriculture and Fisheries (MGAP); Ministry of Industry, Energy and Mining (MIEM); Ministry of Labour and Social Security (MTSS); Ministry of Housing, Land Use Management and Environment (MVOTMA)

Executing Agencies: United Nations Food and Agriculture Organization (FAO), United Nations Industrial Development Organization (UNIDO), United Nations Environment Programme (UNEP)

Development of instruments for monitoring the environment and territory

The UNS, being led by UNESCO and through joint execution with UNEP, supports the policies for environmental protection through the development of monitoring instruments that incorporate socioeconomic, environmental, and territorial indicators at the national scale with a strong component focused on the Uruguayan coast. It also strengthens the National Emergency System with information and data to improve its operations, decision making ability, and management.

Key outputs and activities:
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.
Joint project to promote development throughout the country

The UNS, being led by UNDP and by joint execution with FAO, ILO, and UNICEF, strengthens the State and social capacities to promote development in Departments of the interior to achieve the MDGs. Contributes to the national priority or reducing the poverty levels that have recently increased in Uruguay.

Key results:

1. Capacities of local governments (Departments/Municipalities) and organizations along Route 5, geared toward promoting development of sustainable tourism, strengthened.
2. Capacities of local stakeholders of the society in the execution of projects, geared toward promoting social development through a strategy of healthy communities, strengthened.
3. 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, strengthened.
4. Capacities of local stakeholders of society in the North-east of the country for the execution of projects that develop sustainable production are being strengthened
5. Capacities of State and social organizations in bringing dignified housing solutions as a channel of access to health, education, employment, and social security strengthened.

Support to the policies for social integration and food security

The UNS, being led by UNDP and by joint execution with FAO, enhances social integration processes for the poor, particularly the young population (19 to 29) with children. This contributes to reduce the poverty levels recently observed in some parts of Uruguay.

Key results:

1. The Equality Plan supported.
   1.1 Workshops that improve literacy, mathematics skills, expand knowledge of Human Rights, and improve employability for targeted group conducted.
   1.2 Participants engage in community activities.
   1.3 Participants engage in organized courses by the University of Labor of Uruguay (UTU) to gain job skills.
2. Policies that promote food security in the country developed.
   2.1 An information system on nutritional food security implemented.
   2.2 A food security observatory implemented.
Joint project on education policies

The UNS, being led by UNESCO and through joint execution with UNICEF, supports the development of a National Education Plan that takes into account the coordination and synergies necessary with other competent State organizations and institutions. The UNS also implements strategies to prevent emergent violence and deterioration of personal safety at educational centers.

Key results:
1. A National Education Plan developed.
2. Prevention of violence and emerging risks in education centers supported.
3. The national education system strengthened through incorporating practices and methodologies that guarantee social inclusion and cooperation between all stakeholders in education.
4. A “Community Teachers Programme” (a programme to assist vulnerable and learning disabled children) was supported through the production of materials and the organization of technical meetings of teachers working with families and communities.

Support for the strengthening of public institutions that work in the social area

Implementing Partners: Office of Planning and Budget (OPP); National Drug Board (JND); Ministry of Public Health (MSP); State Pension Fund (BPS)

Executing Agencies: International Labour Organization (ILO), United Nations Population Fund (UNFPA) and the United Nations Office for Project Services (UNOPS)

Joint project for strengthening of public institutions that work in social issues

The UNS, being led by ILO and through joint execution with UNFPA and UNOPS, is strengthening the capacities of the public institutions that manage social policies.

Key results:
1. An “Institute for the study of social security, health and administration” created.
2. Public institutions in charge of administering housing solutions for retired and pensioner persons with low income supported.
3. A “Centre of bioavailability and bioequivalency of medicines” is installed.
4. A “Unit of prospective evaluation for public policies” created.
5. Community and the primary assistance centers — that address the problems of drugs, investigation, diagnostics, campaigns, training of trainers, prevention programmes – penitentiaries’ health centers, and programmes for community and youth promotion that conduct activities in the prevention of drug consumption supported.
Cross cutting issues: Strengthening of State capacity to plan sustainable development strategies

Support for the public policies for the reduction of inequities of gender and generations

Implementing Partners: Government of the Department of Montevideo (IMM); Government of the Department of Flores (IMF); Ministry of Public Health (MSP); Ministry of Livestock, Agriculture and Fisheries (MGAP); Ministry of Housing, Land Use Management and Environment (MVOTMA)


Joint project for the reduction of inequities of gender and generations

The UNS, led by UNFPA and UNIFEM, provides support for the reduction of gender and age discriminations through strengthening of the following policies to include gender.

Key results:
1. First National Plan of Equality of Rights and Opportunities implemented.
2. Institutionalization of gender in the structures, procedures and practices of the Uruguayan Legislative Branch strengthened.
4. Rights and gender oriented sexual education have been mainstreamed into the education process and training in childhood and adolescence, within a decentralized process.

Support of the modernization processes of public management as part of the democratization of the State and the promotion of citizens’ rights

Implementing Partners: Office of Planning and Budget (OPP); Ministry of Interior (MI); Ministry of Foreign Affairs (MRREE); Ministry of Social Development (MIDES)

Executing Agencies: International Organizations for Migrations (IOM), United Nations Development Programme (UNDP)

Joint project for the modernization processes of public management as part of the democratization of the State and the promotion of citizens’ rights

The UNS, being led by IOM and through joint execution with UNDP, supports 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 also supports the design of policies for population that include mobility, internal migration, and linkages with the Uruguayan diaspora.

Key results:
1. New systems that improve the functioning of the public administration and enhancement of access to information and ease transactions created.
2. Mechanisms of identifying the population of the country improved.
3. The strategic capacity of the State to channel international cooperation efficiently strengthened.
4. State institutions on managing internal migrations strengthened.
5. The connection with the Uruguayan diaspora improved.
Decentralization processes and promotion of citizen participation as part of the reform of the State

The UNS, being led by UNDP and through joint execution with UNESCO, strengthens the process of decentralization and promotion of citizen participation throughout the country. It has improved the process of coordination and interaction of social, cultural, and international involvement policies and ensures greater social and political participation through strengthening the Departmental councils of social policies.

Key results:
1.1 The coordination of social public policies throughout the country strengthened.
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 strengthened.
1.3 The coordination of public policies that promote social integration and citizenship throughout the country strengthened.
2.1 The participation by citizens in the identification of priorities for the social policies throughout the country strengthened.
2.2 The spaces for citizen participation throughout the country supported.
2.3 The link between the Legislative Branch and the community, in particular local governments and youth throughout the country, is being strengthened.

Strengthening the capacities of civil society organizations in Uruguay

Joint project on civil society organizations

The UNS, by joint execution through UNDP, UNESCO and UNFPA, developed an analysis of the situation of civil society organizations in Uruguay (capabilities, strengths, weaknesses, and deficits), generating a discussion, disseminating the results of the analysis, and developing activities that strengthen civil society organizations. Special focus is on the interior of the country seeking to reinforce institutional capabilities to achieve their objectives.

Key results:
1.1 The “CIVICUS” index for civil society developed in Uruguay.
2.1 International seminar on civil society developed with the participation of representatives from the 10 countries in the region and other continents with the objective of evaluating the state of the national society.
3.1 Four centers for the Civil Society Organizations networks installed in four Departments in the interior of the country.
3.2 Training workshops for Civil Society Organizations and their networks conducted.
4.1 Monitoring and evaluation matrix for the One UN Programme elaborated with the participation of the UNS, the Government and the civil society networks.
Joint project will support and strengthen the capacities for the development of public policies and strategies to address environmental vulnerabilities and sustainability, specifically climate change.

The effort will coordinate the “Initiative on Poverty and Environment for Uruguay”, “Local Level Climate Change”, and “Strengthening of Local Government Capabilities for Risk Management in Uruguay”, three ongoing programmes of cooperation.

Key results:

1. Strengthened capacity of the National Response System to climate change and at local governments to reduce environmental vulnerabilities and enhance sustainability while coordinating joint initiatives.
2. Generate and disseminate information related to the reduction of environmental vulnerabilities and sustainability for their inclusion into public policies developed.
3. The capacity to analyze environmental vulnerabilities and sustainability on the use of water resources as related to climate change strengthened.