



Uruguay One UN Coherence Fund Annual Project Narrative Progress Report

Reporting Period: 1 January – 31 December 2010

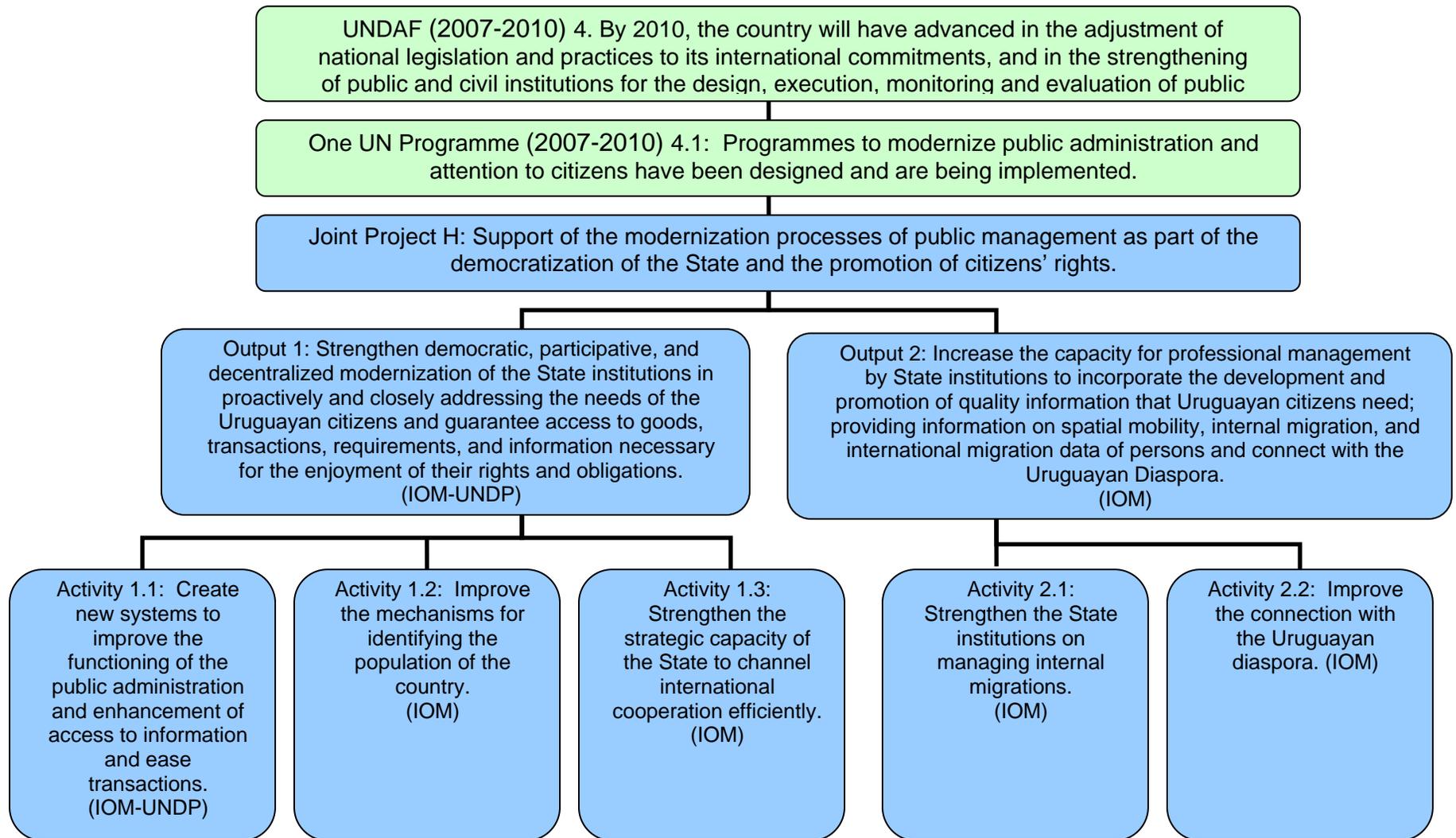
<p>Submitted by: Susan McDade, United Nations Resident Coordinator in Uruguay</p> <p>Contact information: susan.mcdade@undp.org</p>	<p>Country and Thematic Area</p> <p>Uruguay, State Reform and Citizens' Rights</p>						
<p>Programme No: H MDTF Office Atlas No: 66249</p> <p>Programme Title: Support of 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>Resident Agencies: 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; text-align: center;"> <tr> <td style="padding: 2px 10px;">UNDP</td> <td style="padding: 2px 10px;">959,770</td> </tr> <tr> <td style="padding: 2px 10px;">IOM</td> <td style="padding: 2px 10px;">1,000,738</td> </tr> <tr> <td style="padding: 2px 10px;">Total:</td> <td style="padding: 2px 10px;">US\$ 1,960,508</td> </tr> </table>	UNDP	959,770	IOM	1,000,738	Total:	US\$ 1,960,508
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Total:	US\$ 1,960,508						
<p>Programme Duration (in months): 33 <u>Start date</u>¹: 14-Jul-2008 <u>End date</u>: 29-Apr-2011</p> <p>Original end date: 31-Dec-2010 Revised end date: 29-Apr-2011 in accordance with the ToRs for the UN Coherence Fund and granted extension.</p> <p>No budgetary revisions.</p>							

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

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 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.</p>
<p>Development Goal:</p>	<p>UNDAF (2007-2010) 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 (2007-2010) 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 Create new systems to improve the functioning of the public administration and enhancement of access to information and ease transactions. 1.2 Improve the mechanisms for identifying the population of the country. 1.3 Strengthen 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 Strengthen State institutions on managing internal migrations. 2.2 Improve 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)	Approved Transfers to PUNOs (2010)
IOM	1,000,738	294,004	388,732	318,002
UNDP	959,770	217,884	344,327	397,559
Total:	US\$ 1,960,508	US\$ 511,888	US\$ 733,059	US\$ 715,561

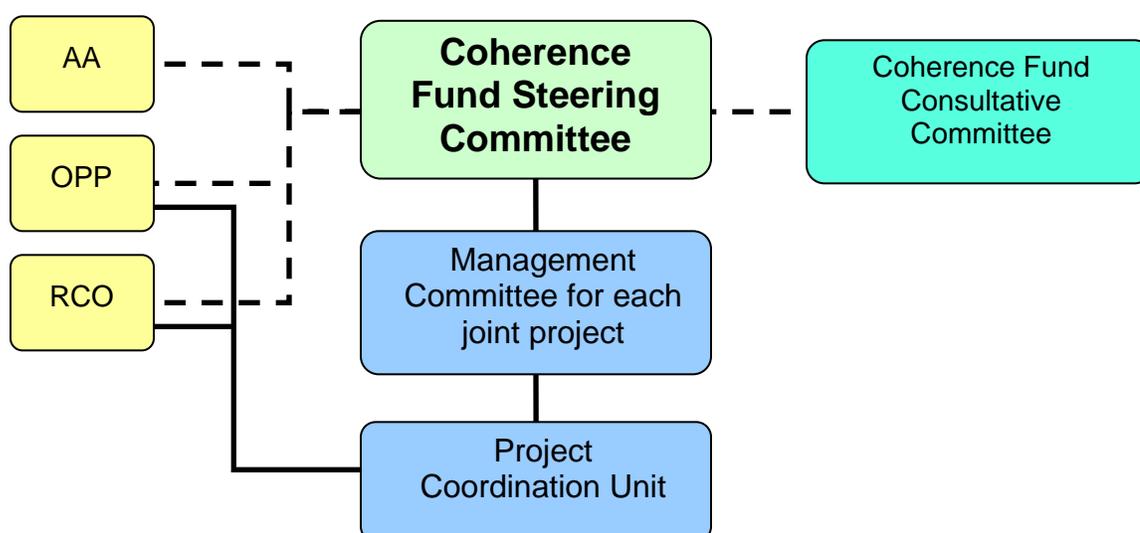
III. IMPLEMENTATION AND MONITORING ARRANGEMENTS

To support the One UN Programme (2007-2010), 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 were: 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 UN 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

- The Management Committee as a working space, in addition to the coordinator enhanced the execution of the project as a whole, as well as the joint work by all the actors involved (lead UN Agency, associated organizations, and national partners). The committee also served as the space to generate accountability by the participating members to the agreed resolutions or plans of action.
- The joint work by State agencies in the project highlighted the different forms of implementation employed within the Government, and this posed a permanent challenge for the coordination of the project to ensure the quality of implementation and the improvement of the relationship between various stakeholders.
- The sustainability and government ownership was ensured as the project supported programs already under development by the State and that were considered as priorities for the Government. Particularly where the project gave the initial boost of technical assistance necessary to certain policies that still lacked institutionalism; the government has been able to incorporate them into their new budget (2011-2015).

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

During 2010, good relationship and collaboration between both executing UN Agencies (IOM as the lead UN Agency and UNDP as an additional executing Agency) and the national partners in the implementation were maintained. Coordination between the UN Agencies increased as the project progressed not just in operational terms, but also in the interest and commitment to achieve the results of the project in a joint manner.

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

- To date, three Citizen Service Centers (CACs) have been installed and began operations, and one more is being planned. Over 59,524 government transactions have taken place in the first CAC, in Barros Blancos-Canelones. In the second CAC, Tranqueras-Rivera, over 75,454 transactions have taken place. The project provided the ability to identify the areas of the country where these centres would be best placed, worked with the local communities to identify the needed services, and redesigned the forms and collection mechanisms for the services needed. This support assisted 12 CACs. In 2010, a user satisfaction survey was undertaken in 5 CACs. Over 90% of users were satisfied with the services attained. The new budget ensured continuance of the CACs allowing five more to be installed annually until 2015.
- A Call Service Center in the Ministry of Labour and Social Security (MTSS) was put into operation. The project was responsible for the acquisition of hardware, software and furniture needed for its implementation. 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.
 - Support was provided to simplify 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. The "Business Portal" (*Portal de la Empresa*) is operational [<http://www.portaldelaempresa.gub.uy/>]. Entrepreneurs can begin new businesses in the portal, as well as in three offices of "Business in a Day" where transactions have been simplified. Significant reduction on initiation costs have been granted through this mechanism. One integral part of this effort, the National Business Registry System (SINARE), has been incorporated as part of the Ministry of Economics and Finances beginning in 2011.
 - A Digitalization Unit of historic records was installed in the National Directorate of Immigration (Ministry of Interior).

1.2 Improve 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 continued providing support for the re-engineering process of the General Directorate of the Civil Registry (DGREC). A pilot of the Digital Management System for the Civil Registry was initiated in the Pereira Rossell Hospital (the principal hospital for child-birth). This is the first office in the country that will allow digital birth registry. Two local offices of the National Directorate for Civil Identification (DNIC) continued operating in 2010. 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 2010, the project continued holding workshops and issuing identity cards in remote rural areas.

1.3 Strengthen 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. In this process, a new Uruguayan Institute for International Cooperation was created which served as the basis for the establishment by law of the Uruguayan Agency of International Cooperation (AUCI). It will coordinate the actions taken by OPP and the Ministry of Foreign Affairs in international cooperation. The 2011-2015 Budget

Law created this new Government entity. This joint project is often cited as the catalyst for the establishment of this institution.

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. The unit coordinates the design of projects and implementation of the monitoring system as a whole. To date, the system continues to be operational being updated regularly by the joint projects in implementation.

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 Strengthen 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 the development of analysis tools and the participation in territorial and internal migration planning as well as the establishment of a highly qualified technical unit assisting an Sector Commission on Population, working within the OPP.

In 2010, the project supported the creation of the Sector Commission on Population, led by the OPP, in which leaders from public entities in charge of the management of social policies participate. Support was provided to generate information on the demographic dynamics of the country and the internal distribution of the population.

2.2 Improve 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 2010, 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 Office of Return and Welcome, created during the execution of this project, receives requests of Uruguayans who return to the country. Approximately, 300 requests and inquiries are received on a monthly basis.

The project provided support for the new authorities in the Ministry of Foreign Affairs that took office in March 2010 in the evaluation of the activities performed by the Department 20.

V. FUTURE WORK PLAN

By December 2010, most of the project's outputs and expected results had been achieved. Nonetheless, some activities needed time to close and to complete. For this reason, the project was extended to April 2011. The few remaining activities are:

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 Create 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 one more CAC.

Evaluation of the Enterprise Portal (web).

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

Migration of data systems from the Department of International Cooperation to the Uruguayan Agency of International Cooperation (the new institution).

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 Strengthen state institutions to manage internal migrations. (IOM)

Studies on the demographic dynamics in the country, internal migrations, and territorial distribution of the population as agreed with the Sector Commission on Population.

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.	3 (Canelones, Rivera and Soriano)
	• CACs Users Satisfied.	Pending
	• Citizen Services Call Center.	Operative
	• Procedures for opening new business simplified.	Concluded
	• 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 held, 7 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

VII. ABBREVIATIONS AND ACRONYMS

AA	Administrative Agent
AUCI	Uruguayan Agency of International Cooperation
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
SINARE	National Business Registry System
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