



Uruguay One UN Coherence Fund

Final Project Narrative Progress Report

Reporting Period: 1 January – 31 December 2011

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| <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 MPTF 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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| IOM | 1,000,738 | | | | | | |
| Total: | US\$ 1,960,508 | | | | | | |
| <p>Programme Duration (in months): 33 <u>Start date</u>¹: 14-Jul-2008 <u>End date</u>: 31-Apr-2011</p> <p>Original end date: 31-Dec-2010 Revised end date: 31-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 MPTF Office as Administrative Agent.

I. PURPOSE

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| <p>Programme Description:</p> | <p>This programme was developed under the implementation of the Delivering as One approach in Uruguay as pilot country.</p> <p>It was developed as one of the objectives of the UNDAF 2007-2010 and the One UN Programme 2007-2010 "Building Capacities for Development" in Uruguay. Subsequently, it was made part of the UNDAF 2011-2015 and the Action Plan.</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>UNDAF (2011-2015): Priority Area 4: Strengthen democratic governance at the national and local levels through public involvement, strengthening of State institutions and the comprehensive national human rights protection system, in accordance with the declarations and conventions ratified by Uruguay.</p> |
| <p>Outcome:</p> | <p>One UN Programme (2007-2010) Output 4.1: Programmes to modernize public administration and attention to citizens have been designed and are being implemented.</p> <p>UNDAF (2011-2015) Outcome 4.4 The branches of Government and the political system as a whole will have progressed in implementation of Government reform, political decentralization and citizen participation in the interest of democratic governance.</p> <p>UNDAP (2011-2015) Output 4.4.1 Processes that improve the management and simplify administrative procedures are strengthened with the objective of facilitating citizen access to and interaction with the public administration, including electronic government solutions.</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

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.

UNDAF (2011-2015) UNDAF (2011-2015): Priority Area 4: Strengthen democratic governance at the national and local levels through public involvement, strengthening of State institutions and the comprehensive national human rights protection system, in accordance with the declarations and conventions ratified by Uruguay.

One UN Programme (2007-2010) Output 4.1: Programmes to modernize public administration and attention to citizens have been designed and are being implemented.

UNDAF (2011-2015) Output 4.4.1 Processes that improve the management and simplify administrative procedures are strengthened with the objective of facilitating citizen access to and interaction with the public administration, including electronic government solutions.

Joint Project H: Support of the modernization processes of public management as part of the democratization of the State and the promotion of citizens' rights.

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)

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)

Activity 1.1: Create new systems to improve the functioning of the public administration and enhancement of access to information and ease transactions.
(IOM-UNDP)

Activity 1.2: Improve the mechanisms for identifying the population of the country.
(IOM)

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

Activity 2.1: Strengthen the State institutions on managing internal migrations.
(IOM)

Activity 2.2: Improve the connection with the Uruguayan diaspora.
(IOM)

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 |

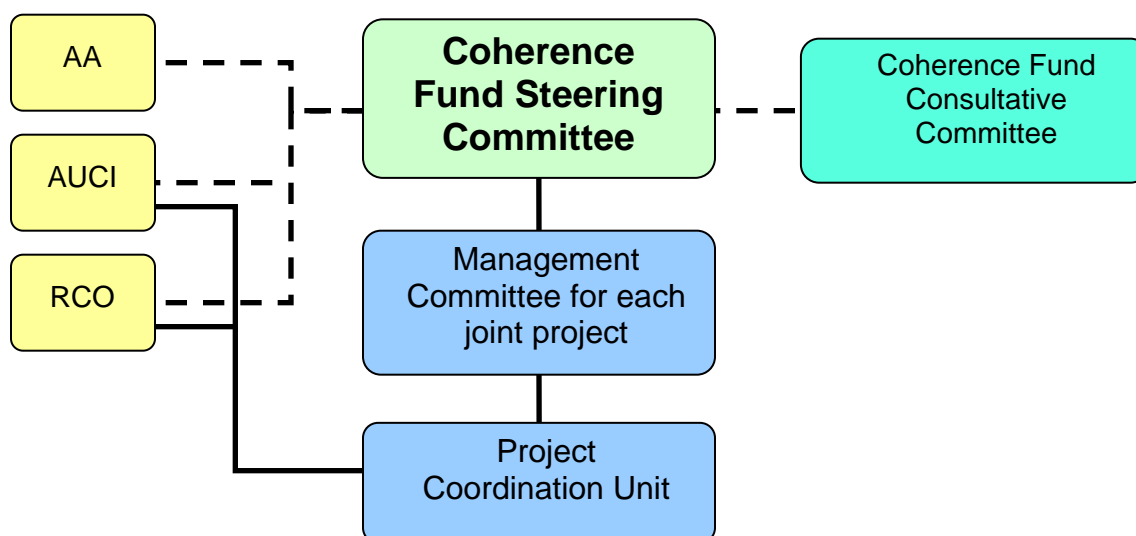
III. IMPLEMENTATION AND MONITORING ARRANGEMENTS

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. This agreement was extended to the United Nations Development Assistance Framework and its Action Plan for 2011-2015. 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)², 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.



² The Uruguayan Agency for International Cooperation has been delegated the function of participating in the Steering Committee.

IV. RESULTS

This programme was developed under the implementation of the Delivering as One approach in Uruguay as pilot country.

It was developed as one of the objectives of the UNDAF 2007-2010 and the One UN Programme 2007-2010 “Building Capacities for Development” in Uruguay. Subsequently, it was made part of the UNDAF 2011-2015 and the Action Plan.

The project supported 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 supported the design of policies for population that include mobility, internal migration, and linkages with the Uruguayan Diaspora.

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 budget for 2011-2015.

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

During 2011, 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).

- By the end of the project, three Citizen Service Centers (CACs) were installed and began operations. 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.
- 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.
 - Policies and procedures for citizen services provided by Departmental Governments were redesigned. 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 Finance.
 - 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.

The project 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 held in the Pereira Rossell Hospital (the principal hospital for child-birth). This is the first office in the country that allows digital birth registry. Two local offices of the National Directorate for Civil Identification (DNIC) operated throughout the implementation period in Rivera and Rio Negro. Citizens 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, the project implemented a public campaign to encourage and promote the right to an identity. In remote rural areas, workshops were also held on the importance and process of obtaining.

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. It coordinates the actions taken by OPP and the Ministry of Foreign

Affairs in international cooperation. The 2011-2015 Budget Law created this new Government entity, and it is now the key oversight mechanism for international cooperation in Uruguay. This joint project is often cited as the catalyst for the establishment of this 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)

Ensuring the universal exercise of rights involves having the necessary knowledge about the dynamics of internal migrations in the country. Working within the OPP, the UN System developed analysis tools and improved the participation in territorial and internal migration planning, and established a highly qualified technical unit assisting the Sector Commission on Population.

The project also 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. Information was created on the demographic dynamics of the country and the internal distribution of the population. Studies were conducted on birth, migration and spacial distribution.

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 project focused on improving the link with the Consulting Councils of Uruguayans living, improving communications with highly qualified Uruguayans living abroad, and installing and commissioning of an Office of Return to meet demands of Uruguayans who return after having lived abroad.

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.

V. 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) |
| | • CAC Surveys. | 4 surveys conducted |
| | • 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. | 7 held |
| | • 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 |

VI. ABBREVIATIONS AND ACRONYMS

| | |
|--------|---|
| AA | Administrative Agent |
| AUCI | Uruguayan Agency for 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 |
| MI | Ministry of Interior |
| MIDES | Ministry of Social Development |
| MPTF | Multi-Partner Trust Fund |
| 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 |
| UNDAP | United Nations Development Assistance Framework Action Plan |
| 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 |