



United Nations Uruguay
Delivering as One

United Nations Development Assistance Framework Action Plan (UNDAP) 2011- 2015

**United Nations System in Uruguay
and Government of Uruguay**

September 2011

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Executive Summary

The United Nations Development Assistant Framework Action Plan (UNDAP) operationalizes the United Nations Development Assistance Framework (UNDAF) and provides details on how the various Agencies, Funds and Programmes of the United Nations System (UNS) in Uruguay will work jointly with the Government of Uruguay and civil society in achieving the outputs identified for each Priority Area in the UNDAF 2011-2015. The UNDAP for the next five-year period details the output level goals and identifies the resources that are necessary in achieving such outputs.

This action plan constitutes a very useful tool, both for the UNS and for the Government as it supersedes the Country Programme Action Plans (CPAPs) for UNDP, UNFPA and UNICEF, thereby simplifying the planning processes of such agencies and presenting a single document to the country. The UNDAP details the partnerships of each Agency, Fund or Programme present in the country, specifying the agreements signed and the legal framework of their operations. It also describes the planned joint actions for the five-year period and details the programme management arrangements and the responsibilities of the parties involved. Furthermore, it presents the estimated resources required to achieve the envisioned outputs under a Common Budgetary Framework (CBF), broken down into regular resources from UNS Agencies, other existing resources already made available (extra-budgetary, bilateral cooperation, other international agencies or funds, etc.), government funds (refundable cooperation funds and funds earmarked for technical cooperation that utilize the expertise from UNS Agencies) and the funding gap (FG) between existing resources and the estimated total cost for achieving the outputs that support the achievement of the UNDAF outcomes and the established priority areas. Based on the total number of resources mobilized during the period covered by the previous UNDAF 2007-2010, and taking into account the resources already pledged for 2011-2015, the UNS is planning on mobilizing a total of US\$ 184,942,566 for the five-year period in the four priority areas, as detailed in the following table:

Type of Resources	Priority Areas				Total
	1	2	3	4	
RR	2,315,819	1,149,000	8,113,975	4,260,000	15,838,794
OR	1,013,000	7,734,366	7,383,000	2,050,746	18,181,112
GOV	11,912,784	3,000,000	46,986,728	13,005,416	74,904,928
FG	13,189,000	11,496,250	22,516,232	21,702,250	68,903,732
Sub-total	28,430,603	23,379,616	84,999,935	41,018,412	177,828,566
Outside the matrix					7,114,000
TOTAL					184,942,566

The difference of US\$ 16.1 million, estimated between the UNDAF and the UNDAP, is mainly due to the inclusion of additional Non-Resident Agencies into the programme and to greater programming precision by the Agencies and the national counterparts.

The UNDAP also describes how joint communication will take place, as well as its Monitoring and Evaluation (M&E) system. Monitoring and evaluating progress in the UNDAP implementation will be of the utmost importance, thereby enabling the UNDAF/UNDAP Steering Committee to make relevant decisions on possible changes to the design and implementation of UNS cooperation with the country. Doing so will turn the UNDAP into a living working document. Finally, the UNDAP highlights the importance of the results matrices by Priority Area, as these clearly identify the outputs that UNS Agencies will work on and for which they are responsible. Responsibility in achieving the outputs will be effectively monitored through real impact indicators and processes associated with 2010 baselines and concrete goals for the period. The Results Matrix is, in fact, the current status of the proposed UNS intervention for the five-year period, which was agreed upon and validated by over 150 Government and civil society technical staff.

I. Introduction

The United Nations Development Assistance Framework Action Plan (UNDAP) is the joint planning tool used by the United Nations System (UNS) to organize its cooperation with Uruguay. The UNDAP complements the United Nations Development Assistance Framework (UNDAF) and represents a common operational plan for UNDAF implementation.

In the case of Uruguay, the first UNDAF 2007-2010 and, subsequently, the One Programme 2007-2010 were prepared in the context of “Delivering as One UN,” a pilot experience for UNS Reform. Both documents, as well as the achievements drawn from this experience, resulted from the collaborative work between the Government and the UNS and provided important lessons learned and best practices, which formed the basis for the preparation of the UNDAF 2011-2015 and this UNDAP.

In order to prepare the UNDAF 2011-2015 and the UNDAP, the UNS conducted a diagnostic study on the country situation in areas considered relevant to its development. Such analysis was carried out by taking inputs from various indicator systems, studies and analyses developed by both the country and the UNS itself, all of which were consolidated into the Common Country Assessment (CCA). The CCA is the basis to define the strategic priorities that guide the UNDAF and the UNDAP for the next five years, in agreement with the Government and depending on the UNS value added.

Due to the programmatic harmonization performed throughout the pilot experience, the United Nations Country Team (UNCT) decided to continue working jointly in the development of the UNDAP providing an operational framework for the direct outcomes expressed in the UNDAF 2011-2015 and contributing to the internal harmonization process of UNS Agencies; more specifically, consolidating the planning documents of UNDP, UNFPA and UNICEF (Country Programme Action Plans or CPAPs) into a single document. This decision means that the UNDAF 2011-2015 retains its strategic nature and its disaggregated level in terms of key outcomes, broken down into outputs and key activities is in this UNDAP.

The UNDAF and the UNDAP are perfectly aligned with the national priorities set forth by the Government of Uruguay for the next five years. The establishment and identification of priority areas, as well as the outcomes and outputs, coincided with the first quarter of a new government being in office. Moreover, the UNDAP was jointly prepared with the national technical teams as the National Budget was submitted for approval, thereby ensuring that the key outputs that were collectively planned continue to conform to the national priorities.

As the UNS works on the established priorities, it relies on the human rights-based approach, both from the conceptual standpoint and in its practical implementation for the formulation of outcomes and outputs. The four priority areas, the UNDAF outcomes and the UNDAP outputs have been formulated in compliance with the commitments made for the Millennium Development Goals (MDGs), as a cross-cutting complement to major UNS issues: human rights, gender, environment and decent work.

According to the CCA, Uruguay is considered a *high human development*¹ and *high middle income*² country. However, despite on the observance of high values in these indicators, the country must cope with a series of strategic developmental vulnerabilities (low investment rates, exposure to external crises, population aging and high concentration of poverty levels in the young population, among others). It is in some of these areas where the UNS intends to work, based on the various agency mandates and the value added that can be contributed jointly with the Government of Uruguay. With respect to the type of assistance that the UNS can provide in middle income countries, as Uruguay, programmatic or technical cooperation activities keep in line with the objective of generating strategic inputs to the public policies, focusing its technical assistance and advisory services on i) its normative role, contributing to upholding international norms and standards, ii) capacity building, particularly in the area of governance, iii) the defense and promotion of human rights, iv) the establishment of knowledge and partnership networks and v) being an important facilitator, providing the space where all stakeholders are heard. In light of these guidelines, the UNS in Uruguay carries out its interventions by putting special emphasis on the elimination of inequalities, capacity building issues and social inclusion in the context of a Human Rights-Based Approach (HRBA).

Taking such background elements into account, at the political and technical level, the Government agreed on the following UNDAP with the UNS for the next five years.

¹ Ranked 52nd among the 169 countries measured under the Human Development Index. See *Human Development Report, UNDP (2010)*, at a value of 0.765.

² Ranked 52nd among the 169 countries measures under the Human Development Index. See *Human Development Report, UNDP (2010)*, at a value of 0.765.

II. Signature Page

The undersigned, duly authorized, have agreed on this UNDAF Action Plan for 2011-2015, on the 7th of September of 2011, in Montevideo, Uruguay.

[Original document signed in Spanish]

By the Government of Uruguay:

Diego Cánepa
President of the Steering Committee of the
Uruguayan Agency for International
Cooperation

By the United Nations System in Uruguay

Susan McDade
United Nations Resident Coordinator
in Uruguay

By the Participant Agencies of the United Nations in Uruguay

Pascual Gerstenfeld
Director
ECLAC

Antonio Morales Mengual
Representative
FAO

Alberto Di Liscia
Representative and Head of the Regional Office in Uruguay
UNIDO

Eduardo Levcovitz
Representative
PAHO/WHO

Antonio Molpeceres
Country Director
UNDP

Jorge Grandi
Director
Regional Office for Latin America and the Caribbean,
UNESCO
UNESCO Representative in Argentina, Paraguay
and Uruguay

Esteban Caballero
Country Director
UNFPA

Egidio Crotti
Representative
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Claudia Uribe
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Amérigo Incalcaterra
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Alba Goycochea
Officer in Charge a.i.
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Guillermo Miranda
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UN Women

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Uruguay
UNAIDS

Margarita Astrálagu
Regional Director for Latin America and the Caribbean
UNEP

Manuela Tortora
Chief, Technical Cooperation Service
UNCTAD

Bo Mathiasen
Representative
UNODC

Javier Manzanares
Chief, Argentina Operations Centre
UNOPS

III. Partnerships, Values and Principles

Values and Principles

The United Nations Charter and the Universal Declaration of Human Rights, along with the UN conventions, constitute the general guidelines of the UNS Agencies in Uruguay; particularly, the Millennium Development Goals (MDGs).

The UNS Agencies will promote national ownership and leadership, the harmonization and simplification of procedures/rules and the increased use of national systems, while highlighting responsibility for all the counterparts. The Government and the United Nations will work together in building national capacity at the central and local levels.

Furthermore, the UNDAP has joint programming precedents achieved in the country, such as the Common Country Assessment 2005 (CCA); the UNDAF 2007-2010; the One Programme 2007-2010; the CCA 2009 and the UNDAF 2011-2015.

The “Delivering as One” process in Uruguay has, from the outset, aimed at enhancing the strategic planning capacity of UNS Agencies and the coherence of actions undertaken by them, while maximizing both impact and efficiency.

Partnerships

Whereas the Government of Uruguay (hereinafter referred to as “the Government”) has agreed as follows:

- a) The Economic Commission for Latin America and the Caribbean (ECLAC) signed the “Agreement between the Oriental Republic of Uruguay and the Economic Commission for Latin America” in Montevideo, on 27 December 1982, adopted under Decree-Law No. 15.477, of 26 October 1983, published in the *Diario Oficial* (Official Newspaper) on 1 November 1983.
- b) The Food and Agriculture Organization of the United Nations (FAO) and the Government of Uruguay conducted an Exchange of Notes between 14 June 1978 and 4 July 1978, between FAO’s Director-General and the Minister of Foreign Affairs of Uruguay, through which the terms proposed by FAO are agreed upon in connection with the establishment of a Representation Office in Uruguay.
- c) The International Organization for Migration (IOM), an organization associated with the UNS, and the Intergovernmental Committee for Migrations have an Agreement with Uruguay on Privileges and Immunities, as well as Articles of Incorporation, signed in Montevideo on 8 January 1985, adopted under Act No. 15.830 of 20 September 1986, published in *Diario Oficial* (Official Newspaper) on 11 February 1987. In turn, the IOM Cooperation Agreement with the Government of Uruguay was adopted under Act No. 16.415.
- d) The Inter-American Center for Knowledge Development in Vocational Training (ILO/CINTERFOR), regionally headquartered in Montevideo, has an Agreement signed in this city on 16 December 1963 between the Government of the Oriental Republic of Uruguay and the International Labor Organization (ILO). This Agreement is complemented with an Annex (Minutes of the Administration Council and Additional Protocol between the Government of Uruguay and the ILO, signed in Geneva on 6 April 1972).
- e) With the UN Entity for Gender Equality and the Empowerment of Women (UN Women), the agreements signed between UNDP and the Government of Uruguay³ are applied *mutatis mutandis*.
- f) The World Health Organization (WHO) signed the “Agreement between the Government of Uruguay and WHO for the provision of advisory technical assistance or other services by the World Health Organization” in Washington D.C., on 11 June 1951, and in Montevideo on 7 January 1952. Additionally, there is a “Basic Agreement between the Government of the Oriental Republic of Uruguay and the Pan-

³ A/RES/39/125. 14 December 1984.

American Health Organization/World Health Organization (PAHO/WHO) on institutional relations, privileges and immunities”, signed in Montevideo on 22 July 1993, adopted under Act No. 16.583 of 22 September 1994, published in the *Diario Oficial* (Official Newspaper) on 4 October 1994.

- g) The United Nations Industrial Development Organization (UNIDO) and the Government of the Oriental Republic of Uruguay signed on 20 November 2007 a Headquarters Agreement on the establishment of a Regional UNIDO Office headquartered in the city of Montevideo, intended to reinforce the technical cooperation provided by UNIDO across the region. The Headquarters Agreement was ratified by the Oriental Republic of Uruguay in February 2010.

The Government and the United Nations Development Programme (UNDP) have entered into a basic agreement to govern UNDP’s assistance to the country (Standard Basic Assistance Agreement – SBAA), which was signed by both parties on 12 December 1985, adopted by Uruguay’s General Assembly through Act No. 15.957, enacted on 20 June 1988 and published in the *Diario Oficial* (Official Newspaper) on 5 October of the same year. Based on Article I, paragraph 2 of the SBAA, UNDP’s assistance to the Government shall be made available to the Government and shall be furnished and received in accordance with the relevant and applicable resolutions and decisions of the competent UNDP organs, and subject to the availability of the necessary funds to the UNDP. In particular, decision 2005/1 of 28 January 2005 of UNDP’s Executive Board approved the new Financial Regulations and Rules and along with them the new definitions of “execution” and “implementation” enabling UNDP to fully implement the new common country programming procedures resulting from the UNDG simplification and harmonization initiative. In light of this decision this UNDP together with an AWP (which shall form part of this UNDP, and is incorporated herein by reference) concluded hereunder constitute together a project document as referred to in the SBAA.

- h) With the United Nations Environment Programme (UNEP), the agreements signed between UNDP and the Government of Uruguay are applied *mutatis mutandis*.
- i) With the United Nations Educational, Scientific and Cultural Organization (UNESCO), through Act No. 10.954 of 22 October 1947, Uruguay adopted the UNESCO Constitution, which had been adopted in London on 16 November 1945. There is also an agreement in place with the Government of Uruguay, of 3 May 1949, establishing UNESCO’s Regional Office of Science for Latin America and the Caribbean in the country, named UNESCO Scientific Cooperation Center for Latin America. In turn, on 8 October 1987, an Agreement was signed in Montevideo between the Oriental Republic of Uruguay and UNESCO, relating to the Headquarters of the Regional Office of Science and Technology for Latin America and the Caribbean of UNESCO (ROSTLAC).
- j) With the United Nations Fund for Population Activities (UNFPA), there is an exchange of letters of 2007 for the *mutatis mutandis* application to the UNFPA of the SBAA signed between UNDP and the Government on 12 December 1985.
- k) There is a Basic Cooperation Agreement (BCA) between the Government of the Oriental Republic of Uruguay and the United Nations Children’s Fund (UNICEF), signed in New York on 25 October 1995. Prior to it, a BCA was signed in Montevideo on 18 December 1956, adopted under Act No. 13.686 of 17 September 1968, published in *Diario Oficial* (Official Newspaper) on 8 October 1968.
- l) With the United Nations Office for Project Services (UNOPS), the agreements signed between UNDP and the Government of Uruguay⁴ are applied *mutatis mutandis*.

The UNDP will, in respect of each of the United Nations system agencies signing, be read, interpreted, and implemented in accordance with and in a manner that is consistent with the basic agreement between such UNS agency and the Government of Uruguay.

⁴ Memorandums of understanding between UNOPS and UNDP (March 1997 and June 2003).

IV. Programme Actions and Implementation Strategies

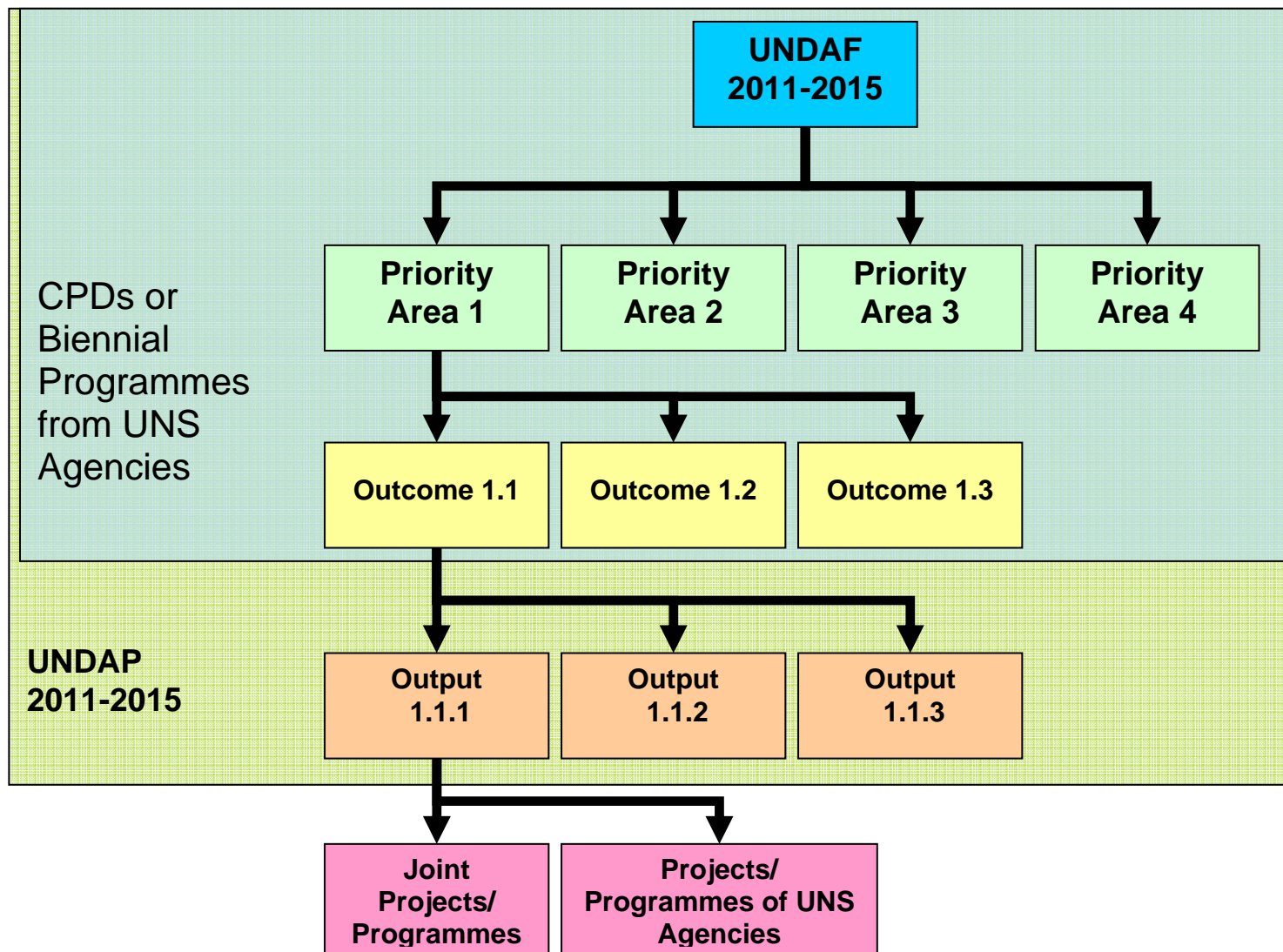
The programming process of UNS Agencies for the five-year period covering 2011-2015, which fully coincides with the Government's new budgetary cycle, started in July 2009 with the drawing up of the Common Country Assessment (CCA). The analysis relies on internal technical inputs from the UNS (37 technical staff from UNS Agencies took part, both Resident and Non-Resident in the country), it also takes into consideration current systems of indicators, studies and national assessments. The CCA, in addition to examining the country's current situation, also assesses international cooperation and the value added that the UNS can contribute to the country, and it proposes four strategic priorities in which the UNS can work jointly with the Government and the organized civil society. The CCA results were shared with the Government and adopted within the framework of the United Nations Country Team (UNCT) in December 2009.

From January through May 2010, the same technical staff who participated in drawing up the CCA set up four working groups (according to the strategic priorities identified in the CCA), which focused on designing the UNDAF 2011-2015. The core of the strategic framework is the Results Matrix, which reaches the outcome level by priority area, identifying the UNS Agencies that will work in each of these areas, the estimated budget to be mobilized during the five-year period and the indicators (I), baselines (BL) and targets (T) for each of them. In April 2010, jointly with the Department of International Cooperation of the Office of Planning and Budget (OPP), the four results matrices were validated with representatives from all national counterparts; and they were also submitted to civil society representatives for inputs. The UNDAF 2011-2015 was signed in May 2010 between the Government of Uruguay and all the heads of agencies, programmes and resident and non-resident funds in the country.

This UNDAF 2011-2015 is an even greater effort to define precisely the outputs that each of the UNS Agencies would hope to contribute, both individually and collectively, in achieving the outcomes agreed with the Government of Uruguay in the context of the UNDAF. In this respect, they would also support, to the extent possible, the achievement of each of the priority areas. It must be underscored that just like the UNDAF, the UNDAF was also validated with representatives of the national counterparts and technical staff from each of the thematic groups.

It is important to visualize the relationship between the UNDAF and the UNDAF, as well as with the programme documents of the resident and specialized agencies (such as the Country Programme Documents (CPDs) or Biennial Work Plans and project documents). In order to facilitate such visualization, the following diagram is hereby presented:

Relationship among the various programme documents



The Results Matrix reflects both the joint work among the UNS Agencies and the work to be individually undertaken with its National Partners in its respective implementation (see Section XI). This section details the concrete lines of action for each priority area as identified during this programming phase, in which the UNS Agencies will work in unison.

Priority Area 1 – Diversification of production and participation in the global economy

Priority Area 1 relates to the achievement of a model of equitable and sustainable development at the national, subnational and local levels. Here, a first line of action involves the promotion of greater diversification of the national structure of production and the addition of products and services with greater value added. FAO, UNDP and UNEP will work jointly over the next five years on projects involving the carbon footprint of the goods produced and exported by Uruguay. In the context of the United Nations Inter-agency Cluster on Trade and Productive Capacity, UNCTAD and the ITC will work to strengthen capacities in the public and private sector in the areas of macroeconomic policy, development financing, investment, technology and business promotion in order to achieve better integration into the regional and international economy. Likewise, UNESCO and UNIDO will foster the development of the industry of cultural assets; FAO will support land use improvement in order to strengthen its sustainable use, whereas UNDP and UNESCO will promote equality in the access to and use of Information and Communication Technologies (ICTs). A second joint line of action to promote the incorporation of technological innovations into the structure of production is the work led by UNESCO and UNDP, which seeks to contribute to improving the Government's capacities in planning for science, technology and innovation policies. On the other hand, IOM, UNDP and UNESCO will promote the involvement of Uruguay's diaspora in socio-economic projects at the national level. The third and last joint line of action identified is the promotion of decent work and gender equality on the labor market, led by ILO, UNIDO, UN Women and UNDP through fostering entrepreneurship in value streams; developing qualifications in the rural sector by means of a joint action by FAO, ITC, UNCTAD and ILO/CINTERFOR; accrediting and certifying knowledge in the context of migratory policies between IOM and ILO/CINTERFOR and increasing labor productivity between ILO/CINTERFOR, UNIDO and UNDP.

Priority Area 2 – Environment

In the field of environment, there are various joint coordination and inter-agency work bodies. UNDP and UNEP are working jointly in incorporating environmental variables into the fight against poverty. Likewise, actions have been arranged with other UNS Agencies under this same line (such as ILO and UNICEF). In terms of the integrated management of coastal areas, UNDP and UNESCO have been carrying out activities and will continue to develop initiatives such as ECOPLATA throughout the five-year period. The area of contamination reduction, particularly in relation to chemicals, relies on a coordinated, inter-agency approach among UNIDO, UNEP and UNDP. The area of climate change is carrying out some coordinated work through various initiatives, such as Project "K" of the One UN Coherence Fund and the territorial planning of climate change (UNDP, UNEP and UNESCO). Finally, the United Nations Emergency Team (UNETE) is coordinating emergency response actions and capacity building programmes for disaster risk management. Joint initiatives are sought in conformity with the mandate areas of each agency.

Priority Area 3 – Social development

Priority Area 3 is focused on social development, with a view to strengthening the Social Protection System and the emphasis placed on the sectors prioritized by the Government for the National Care System (senior citizens, early childhood and disabled people). In this respect, the gender-based approach focuses on the three sectors; and UN Women, UNDP, UNFPA, UNICEF and PAHO/WHO will work jointly throughout the five-year period. A second line of action involves support for the educational system in designing and implementing policies conducive to the improvement of the quality of education and to the reduction in learning disparities. This line is being promoted by UNICEF, UNESCO and UNDP. A third line of action within the health area is the coordinated support for sexual and reproductive health, promoted by PAHO/WHO, UNFPA and UN Women. Throughout the five-year period, the joint UN HIV/AIDS team will support the design and implementation of policies and programmes to provide a joint response to this nationwide problem. Finally, one of the major lines of action under area 3 pertains to social inequalities, including gender, generation and racial inequalities. Here, UN Women, UNDP and UNFPA will support the various national plans and other overarching and cross-cutting mechanisms of such policies at the central and local levels.

Priority Area 4 – Democratic governance and human rights

In Priority Area 4, on democratic governance and human rights, all UNS Agencies involved will promote the development of human rights institutions, as well as the adjustment of national laws and compliance with the country report in terms of the various international human rights conventions and standards ratified by Uruguay. Following up on the mandate by the UN Secretary-General, the Country Team will continue to foster the UNite To End Violence Against Women campaign in its different national manifestations, so that a complementary objective to the MDGs can be achieved by 2015. With regard to the creation of information systems by the Uruguayan State, UN Women, UNFPA, UNDP and UNICEF will work together in supporting the design and implementation of research and surveys conducive to the establishment of a nationwide care system. Under the Decentralization and Citizen Participation Act, all UN Agencies in Uruguay with different leadership will work within the scope of the Coordination of Thematic and Territorial Networks Programme (ART). UNDP, UNFPA and UN Women will also work together in strengthening the political participation and representation agendas, against the backdrop of the enforcement of the quota law in 2014 and 2015. Additionally, UNDP and UN Women will strengthen inter-party mechanisms in the realms of the Legislative and Executive Powers at its various levels. These agencies, in addition to UNFPA, will also foster the participation and representation of young people in national politics. In turn, the UNS will continue to work in enhancing the access of vulnerable groups to cultural assets as a strategy for achieving the MDGs (*Viví Cultura* Project – UNESCO, UNIDO, UN Women, UNDP, UNFPA and UNICEF), promoting the rights of the most exposed groups through the Cultural Approach of HIV/AIDS (UNESCO, UNAIDS) and promoting cultural rights and diversity in vulnerable and migrant groups (UNESCO, IOM). Various agencies are currently undertaking and will continue to undertake throughout this five-year period joint actions for the design and implementation of citizen safety policies relating to the justice and penitentiary system of both adults and adolescents. Finally, in response to the Government emergency decree for people in a precarious social and housing situation, UNDP, UN Women, UNICEF, UNEP and ILO/CINTERFOR will support the Steering Committee of JUNTOS in designing and implementing the plan to address the dire housing situation of the country's most marginalized population.

V. Programme Management and Responsibilities

The UNDAF operationalizes the UNDAF 2011-2015 and contributes to developing synergy among the UNS Agencies, while providing strategic guidelines to its programmes. It is designed in such a way that programmes from other UNS Agencies can be brought on board, if deemed convenient, along with the rest of the bodies signing the UNDAF and the Government.

The UNDAF will be nationally executed under the overall co-ordination of the Uruguayan Agency for International Cooperation (AUCI) on behalf of the Government and the UNS Agencies. Programme activities will be implemented by State bodies (Executive, Legislature, Judiciary; Departmental Governments; Autonomous Entities and Decentralized Services), Non-Governmental Organizations (NGOs), International Non-Governmental Organizations (INGOs) and/or UNS Agencies (hereinafter referred to as National Implementing Partners). The UNDAF will be executed within the United Nations under the general coordination of the Country Team, led by the Resident Coordinator. The UNDAF will be made operational through the development of Annual work plans and/or Project Documents which describe the specific results to be achieved and will form an agreement between the UNS Agencies and each implementing partner on the use of resources. To the extent possible the UNS agencies and partners will use the minimum documents necessary, namely the signed UNDAF and signed AWP/project documents to implement programmatic initiatives. However, as necessary and appropriate, project documents can be prepared using, *inter alia*, the relevant text from the UNDAF and AWP/project documents.⁵

The UNS Agencies will sign the documents pertaining to specific joint projects and programmes with the National Implementing Partners in accordance with UNS practices and rules.

UNDAF/UNDAF Steering Committee

The UNDAF/UNDAF Steering Committee will oversee the general implementation of priority areas and outcomes under the UNDAF, the UNDAF outputs, as well as any decisions pertaining to change in priorities, outcomes, outputs and/or indicators based on the inputs received from the thematic groups (see Section VII: Monitoring and Evaluation). The thematic groups will work under the oversight of the UNCT, led by the Resident Coordinator. The Steering Committee will be composed of, at least, the Government (through the President of AUCI's Steering Committee or whoever s/he appoints) and the UNS (led by the Resident Coordinator and including the UNS Agencies that signed the UNDAF 2011-2015); it will be co-chaired by the President of AUCI's Steering Committee or whoever s/he appoints and the Resident Coordinator. The UNDAF/UNDAF Steering Committee is also the Steering Committee of the Uruguay One UN Coherence Fund, governed by its current terms of reference (Annex XIV.A) until the necessary adjustments can be made through the mechanism established in such document, providing for, *inter alia*, membership, competencies, criteria, holding of sessions on a temporary basis, adoption of resolutions and other criteria for the operationalization of the UNDAF/UNDAF and the Uruguay One UN Coherence Fund

The Steering Committee will rely on a consultative mechanism with donors, civil society organizations and UNS Agencies that did not sign the UNDAF 2011-2015.

In its management capacity of the Uruguay One UN Coherence Fund, the Steering Committee will determine the use of the Uruguay One UN Coherence Fund and be responsible for defining the joint projects and activities conducive to achieving the UNDAF outputs that will be financed by such fund. In accordance with the country's interests in international cooperation and to the rules governing the Uruguay One Un Coherence Fund, the Steering Committee will establish the deduction on the contributions received by the Fund, in order to recover the overhead administrative costs of UNS Agencies.

The Resident Coordinator is responsible for strategic leadership and the final decision on the allocation of resources of the Uruguay One UN Coherence Fund. The Resident Coordinator, with the assistance of the Administrative Agent (see description below), is held accountable and is responsible for the consolidated reports pertaining to the Uruguay One UN Coherence Fund and for the donor reports, based on the reports submitted by the UNS Agencies.

⁵ In the case of UNDP, the Government Coordinating Authority will nominate the Government Co-operating Agency directly responsible for the Government's participation in each UNDP-assisted AWP. The reference to "Implementing Partner(s)" shall mean "Executing Agency(s)" as used in the SBAA. Where there are multiple implementing partners identified in an Annual Work Plan, a Principal Implementing Partner will be identified as who will have responsibility for convening, co-ordinating and overall monitoring (programme and financial) of all the Implementing Partners identified in the AWP to ensure that inputs are provided and activities undertaken in a coherent manner to produce the results of the AWP.

Coherence Fund

In addition to the resources that each Agency may mobilize on its own to undertake actions conducive to achieving the outputs under its responsibility, the Uruguay One UN Coherence Fund will be monitored as a joint fund mobilization mechanism to cover part of the resources needed for mobilization for the UNDP (identified in the Common Budgetary Framework under Section VI). The Uruguay One UN Coherence Fund is a joint development fund designed under the Joint Programme Pass Through modality, elaborated by the United Nations Development Group (UNDG). This fund intends to contribute to resource rationalization, simplification, harmonization and predictability. The resources assigned to the Uruguay One Un Coherence Fund will be only assigned to the development priorities of the UNDP, which must address those that have no resources (“resources to be mobilized”).

Administrative Agent of the Coherence Fund

UNDP, through the Multi-Donor Trust Fund (MDTF), will act as the Administrative Agent of the Uruguay One UN Coherence Fund without prejudice to the delegation of authority that the MDTF determines for UNDP in Uruguay. The MDTF will support the Resident Coordinator in submitting financial reports and accountability.

Following the Joint Programme Pass Through modality, the UNS Agencies will receive from the Administrative Agent the resources of the Uruguay One UN Coherence Fund for execution along with the National Partners in implementing the joint projects and programmes to achieve the agreed outputs. The UNS Agencies will be responsible for its programme results, the use of assigned resources along with the National Implementing Partners and the submission of reports.

Accountability by the United Nations System Agencies

Each UNS Agency will be responsible and held accountable to its director, executive or steering body for the resources received from its own sources, always following the relevant financial regulations and provisions of the UNS Agency involved. The director or UNS Agency representative in the country is responsible to the Executive Director (or higher steering body, if relevant) of such agency for the use of the resources received and coming from such agency. These resources are subject to the external and internal oversight procedures established by the agency. Contributions made by the UNS Agencies to their National Implementing Partners will be subject to each Agency’s respective systems of practices and rules.

UNS Agencies will be exclusively subject to the external and internal oversight procedures provided for in each agency’s financial regulations and provisions. The UNS Agencies employing the Harmonized Approach to Cash Transfers (HACT) will be subject to the “standard” procedures of the method itself (macro/micro assessments, for example).

Cash Transfers to Implementing Partners

All cash transfers to an Implementing Partner are based on the Annual Work Plans (AWPs), or the programmes and projects documents agreed between the Implementing Partner and the UNS agencies.

Cash transfers for activities detailed in AWPs can be made by the UNS agencies using the following modalities:

1. Cash transferred directly to the Implementing Partner:
 - a. Prior to the start of activities (direct cash transfer), or
 - b. After activities have been completed (reimbursement);
2. Direct payment to vendors or third parties for obligations incurred by the Implementing Partners on the basis of requests signed by the designated official of the Implementing Partner;
3. Direct payments to vendors or third parties for obligations incurred by UNS Agencies in support of activities agreed with Implementing Partners

VI. Resources and Resource Mobilization Strategy

Common Budgetary Framework (CBF)

For the development of the UNDAP, a Common Budgetary Framework (CBF) is established enabling the coordination of various funding sources and instruments, thereby reducing overlapping and contributing to the proper funding of its priorities and initiatives. The CBF encompasses all the UNDAP Outcomes and Outputs for the 2011-2015 five-year period⁶. The CBF is a tool that presents planned resources (estimated on the basis of the real mobilization of the previous UNDAF 2007-2010 and taking into account the resources already committed for the next five-year period) by each participating UNS Agency in the UNDAP, establishing its financing source. It also constitutes the financial expression of the entire UNDAP, including:

- Regular resources of the UNS Agencies (RR);
- Other existing resources (extra-budgetary, bilateral cooperation, other international bodies or funds, decentralized cooperation, private sector and private donors, etc.) already made available (OR);
- Government Funds (refundable cooperation funds and funds earmarked for technical cooperation with expertise from UNS Agencies) (GOV); and
- The funding gap between the existing resources and the total cost of the UNDAP (FG)⁷.

Below is a summary of the financial requirements by Priority Area and by UNS Agency.

Summary of financial requirements by Priority Area and by UNS Agency⁸

Agency (order determined by Spanish Acronyms)	Amount USD	Priority Areas				Total
		1	2	3	4	
ITC	RR	0	0	0	0	0
	OR	0	0	0	0	0
	GOV	0	0	0	0	0
	FG	216,000	0	0	0	216,000
	<i>Total</i>	<i>216,000</i>	<i>0</i>	<i>0</i>	<i>0</i>	<i>216,000</i>
FAO	RR	831,319	150,000	160,975	0	1,142,294
	OR	0	879,366	0	0	879,366
	GOV	1,006,784	0	0	0	1,006,784
	FG	75,000	0	0	0	75,000
	<i>Total</i>	<i>1,913,103</i>	<i>1,029,366</i>	<i>160,975</i>	<i>0</i>	<i>3,103,444</i>
IOM	RR	38,000	38,000	60,000	36,000	172,000
	OR	0	0	0	0	0
	GOV	0	0	0	0	0
	FG	150,000	40,000	0	15,000	205,000
	<i>Total</i>	<i>188,000</i>	<i>78,000</i>	<i>60,000</i>	<i>51,000</i>	<i>377,000</i>

⁶ The difference of US\$ 20.9 million estimated between the UNDAF and the UNDAP is mainly due to the inclusion into the programming cycle of additional Non-Resident Agencies and to greater programming realization between the Agencies and the national counterparts.

⁷ Funding Gap means the difference between the estimated amount for achieving the outputs by Priority Area and the resources available to each of the Agencies, Programmes and Funds on the date the UNDAP was prepared. All the resources mobilized by the Resident or Non-Resident Agencies, Programmes and Funds either individually or collectively (for example, through the Uruguay One UN Coherence Fund) will contribute to bridging the funding gap.

⁸ Budgeted amounts are estimated quantities and the real figures will depend on the funds available to the UNS Agencies and on the contributions by the donor partners. The framework presents the resources to be mobilized for the entire five-year cycle without an annual breakdown of the targets, as the UNS Agencies continue to streamline available resources and the AWP's to be executed because 2010 is the first year of the new administration. It is estimated that as part of the annual review the yearly distribution of resources may be concretized.

Agency (order determined by Spanish Acronyms)	Amount USD	Priority Areas				Total
		1	2	3	4	
ILO	RR	453,500	0	0	280,000	733,500
	OR	0	0	0	0	0
	GOV	0	0	0	0	0
	FG	0	0	0	12,000	12,000
	<i>Total</i>	<i>453,500</i>	<i>0</i>	<i>0</i>	<i>292,000</i>	<i>745,500</i>
ILO/CINTERFOR	RR	250,000	0	0	0	250,000
	OR	0	0	0	0	0
	GOV	0	0	0	0	0
	FG	125,000	0	0	200,000	325,000
	<i>Total</i>	<i>375,000</i>	<i>0</i>	<i>0</i>	<i>200,000</i>	<i>575,000</i>
UNIDO	RR	0	0	0	0	0
	OR	350,000	275,000	0	0	625,000
	GOV	0	0	0	0	0
	FG	1,800,000	2,000,000	0	0	3,800,000
	<i>Total</i>	<i>2,150,000</i>	<i>2,275,000</i>	<i>0</i>	<i>0</i>	<i>4,425,000</i>
UNAIDS	RR	0	0	220,000	15,000	235,000
	OR	0	0	0	0	0
	GOV	0	0	0	0	0
	FG	0	0	0	25,000	25,000
	<i>Total</i>	<i>0</i>	<i>0</i>	<i>220,000</i>	<i>40,000</i>	<i>260,000</i>
PAHO/WHO	RR	0	0	1,200,000	0	1,200,000
	OR	0	0	1,500,000	0	1,500,000
	GOV	0	0	36,000,000	0	36,000,000
	FG	0	0	0	0	0
	<i>Total</i>	<i>0</i>	<i>0</i>	<i>38,700,000</i>	<i>0</i>	<i>38,700,000</i>
UNDP	RR	423,000	311,000	1,303,000	451,000	2,488,000
	OR	0	6,500,000	3,940,000	367,197	10,807,197
	GOV	3,510,000	3,000,000	8,986,728	12,405,416	27,902,144
	FG	7,838,000	8,628,750	19,670,272	19,015,250	55,152,272
	<i>Total</i>	<i>11,771,000</i>	<i>18,439,750</i>	<i>33,900,000</i>	<i>32,238,863</i>	<i>96,349,613</i>
UNEP	RR	45,000	275,000	130,000	0	450,000
	OR	0	0	0	0	0
	GOV	0	0	0	0	0
	FG	115,000	557,500	50,000	0	722,500
	<i>Total</i>	<i>160,000</i>	<i>832,500</i>	<i>180,000</i>	<i>0</i>	<i>1,172,500</i>
UNCTAD	RR	180,000	0	0	0	180,000
	OR	0	0	0	0	0
	GOV	0	0	0	0	0
	FG	400,000	0	0	0	400,000
	<i>Total</i>	<i>580,000</i>	<i>0</i>	<i>0</i>	<i>0</i>	<i>580,000</i>
UNESCO	RR	95,000	375,000	180,000	75,000	725,000
	OR	90,000	0	90,000	240,000	420,000
	GOV	0	0	0	0	0
	FG	70,000	70,000	0	140,000	280,000
	<i>Total</i>	<i>255,000</i>	<i>445,000</i>	<i>270,000</i>	<i>455,000</i>	<i>1,425,000</i>
UNFPA	RR	0	0	2,100,000	1,400,000	3,500,000
	OR	0	0	300,000	0	300,000
	GOV	0	0	2,000,000	600,000	2,600,000
	FG	0	0	1,350,000	695,000	2,045,000

Agency (order determined by Spanish Acronyms)	Amount USD	Priority Areas				Total
		1	2	3	4	
	<i>Total</i>	0	0	5,750,000	2,695,000	8,445,000
UNICEF	RR	0	0	1,650,000	1,000,000	2,650,000
	OR	0	0	728,000	76,040	804,040
	GOV	0	0	0	0	0
	FG	0	0	1,445,960	1,600,000	3,045,960
	<i>Total</i>	0	0	3,823,960	2,676,040	6,500,000
UN Women	RR	0	0	1,110,000	1,003,000	2,113,000
	OR	200,000	80,000	825,000	1,226,627	2,331,627
	GOV	0	0	0	0	0
	FG	600,000	200,000	0	0	800,000
	<i>Total</i>	800,000	280,000	1,935,000	2,229,627	5,244,627
UNODC	RR	0	0	0	0	0
	OR	0	0	0	115,563	115,563
	GOV	0	0	0	0	0
	FG	0	0	0	0	0
	<i>Total</i>	0	0	0	115,563	115,563
UNOPS	RR	0	0	0	0	0
	OR	373,000	0	0	25,319	398,319
	GOV	7,396,000	0	0	0	7,396,000
	FG	1,800,000	0	0	0	1,800,000
	<i>Total</i>	9,569,000	0	0	25,319	9,594,319
Sub-total		28,430,603	23,379,616	84,999,935	41,018,412	177,828,566
Initiatives outside the matrix						7,114,000
TOTAL						184,942,566

Summary of financial requirements by Priority Area and Funding Source

Type of Resources	Priority Areas				Total
	1	2	3	4	
RR	2,315,819	1,149,000	8,113,975	4,260,000	15,838,794
OR	1,013,000	7,734,366	7,383,000	2,050,746	18,181,112
GOV	11,912,784	3,000,000	46,986,728	13,005,416	74,904,928
FG	13,189,000	11,496,250	22,516,232	21,702,250	68,903,732
Sub-total	28,430,603	23,379,616	84,999,935	41,018,412	177,828,566
Outside the matrix					7,114,000
TOTAL					184,942,566

The UNS Agencies will provide support to the development and implementation of activities within the UNDAP, which may include technical support, cash assistance, supplies, commodities and equipment, procurement services, transport, funds for advocacy, research and studies, consultancies, programme development, monitoring and evaluation, training activities and staff support. Part of the UNS Agencies' support may be provided to Non-Governmental and Civil Society system agencies as agreed within the framework of the individual AWP and project documents.

Additional support may include access to UN organization-managed global information systems, the network of the UNS Agencies' country offices and specialized information systems, including rosters of consultants and

providers of development services, and access to the support provided by the network of UN Specialized Agencies, Funds and Programmes.

The UNS Agencies shall appoint staff and consultants for programme development, programme support, technical assistance, as well as monitoring and evaluation activities.

Subject to annual reviews and progress in the implementation of the programme, the UNS Agencies' funds are distributed by calendar year and in accordance with the UNDAP. These budgets will be reviewed and further detailed in the AWP and project documents. By mutual consent between the Government and the UNS Agencies, funds not earmarked by donors to the UNS Agencies for specific activities may be re-allocated to other programmatically equally worthwhile activities.

In case of direct cash transfer or reimbursement, the UNS Agencies shall notify the Implementing Partner of the amount approved by the UNS Agencies and shall disburse funds to the Implementing Partner in thirty (30) natural days.

In case of direct payment to vendors or third parties for obligations incurred by the Implementing Partners on the basis of requests signed by the designated official of the Implementing Partner; or to vendors or third parties for obligations incurred by the UNS Agencies in support of activities agreed with Implementing Partners, the UNS Agencies shall proceed with the payment within thirty (30) natural days.

The UNS Agencies shall not have any direct liability under the contractual arrangements concluded between the Implementing Partner and a third party vendor.

Where the UNS Agencies and other UNS Agency provide cash to the same Implementing Partner, programme monitoring, financial monitoring and auditing will be undertaken jointly or coordinated with those UNS Agencies.

VII. Communication

Joint communication is one of the pillars of the UN Reform, as it encompasses the inter-agency spirit and, based on shared work, seeks innovative ways to reach out to the broadest public about the developmental actions undertaken.

In this respect, the United Nations Communications Group, composed of communications officers from the various Agencies, Commissions, Funds and Programmes of the Organization, is the platform where experiences are shared and proposals made to be implemented jointly. The Group, due to its plurality and the diversity of thematic mandates that it contains, is also a referent and a tool for any communication issues that may be required by the Organization or its Agencies.

At the United Nations, communication serves as a means to share the universal principles underpinning our Organization.

Therefore, communication for development, from this perspective, is not an activity undertaken for the implementation of a project, programme or policy; on the contrary, it is an integral part of the efforts to develop the personal, social, cultural or economic potential of a society.

Communication for development is more than just the transfer of information, data or actions undertaken. It is a central part of what is done for development to take place and of the required awareness for it to happen.

Since 2008, the inception of the “Delivering as One” process, there has been a Communication Strategy and a concrete Action Plan updated on a yearly basis (See Annex XIII.D. Communication Plan and Strategy), which will serve as the basis for the Inter-agency Communications Group to develop the new five-year strategy. Such strategy will be twofold in its approach. On the one hand, there will be an external use approach aimed at communicating the development issues and the work of the United Nations in the country to all the national stakeholders, including the Government, and to the donor community about the impact of projects and the transparent use of the resources contributed by them. On the other hand, communication will also be internal towards the Agencies themselves on the Reform process and the progress made in achieving the outputs and commitments agreed upon in the UNDAF.

It is important to underscore that joint communication actions redouble its impact, apart from relying on a technical design enriched by the variety of contributions.

It is also fitting to highlight that this inter-agency communications group prepared a Handbook on Style for the use of system logos, which was accepted by the members of the UNCT and which acts as a guide to portray joint actions, while respecting the specialization of every mandate.

The positive impact of these experiences indicates that the road traveled in this regard will continue. As the Communications Group has progressed in its work, new actions have arisen. In that scope, communication for development is ever present as a modality that can be further explored, increasing interaction between the areas of communication and specific projects. Synchronizing both lines of work will result in greater knowledge of the actions undertaken and in increasing its spin-off effect – an aspect that is key to the autonomy and self-sustainability of the development processes.

VIII. Monitoring and Evaluation

Monitoring Transfers to National Implementing Partners

Implementing Partners agree to cooperate with the UNS Agencies for monitoring all activities supported by cash transfers and will facilitate access to relevant financial records and personnel responsible for the administration of cash provided by the UNS Agencies. To that effect, Implementing Partners agree to the following:

1. Periodic on-site reviews and spot checks of their financial records by the UNS Agencies or their representatives,
2. Programmatic monitoring of activities following the UNS Agencies' standards and guidance for site visits and field monitoring,
3. Special or scheduled audits. Each UN organization, in collaboration with other UNS Agencies (where so desired: and in consultation with the respective coordinating Ministry) will establish an annual audit plan, giving priority to audits of Implementing Partners with large amounts of cash assistance provided by the UNS Agencies, and those whose financial management capacity needs strengthening.

The audits will be commissioned by the UNS Agencies and undertaken by private audit services.

UNDAP Monitoring and Evaluation Structure

The monitoring and evaluation structure of the UNDAP is also indicated in the UNDAF 2011-2015; namely, the thematic groups by Priority Area, working groups and management committees, and it is based in the set of indicators at the outcome level identified in the UNDAF and those identified for the output level in this UNDAP. For further details on monitoring, see the Monitoring and Evaluation matrices by Priority Area under Section XII. The UNDAP evaluation timetable is also adjusted with respect to the timetable set in the UNDAF 2011-2015, taking into account quarterly and half-yearly monitoring, the progress report to the Government and mid-term and final evaluations.

Activity/Year	2011	2012	2013	2014	2015
Quarterly monitoring – output level	March – Thematic Groups	March -- Thematic Groups	March -- Thematic Groups	March – Thematic Groups	March -- Thematic Groups
Half-yearly monitoring – output level⁹	June – Steering Committee	June – Steering Committee	June – Steering Committee	June – Steering Committee	June – Steering Committee
Annual Review – outcome level¹⁰	October - Review with Government counterparts - Government Thematic & Technical Groups	October - Review with Government counterparts - Government Thematic & Technical Groups	October - Review with Government counterparts - Government Thematic & Technical Groups	October - Review with Government counterparts - Government Thematic & Technical Groups	October - Review with Government counterparts - Government Thematic & Technical Groups
	December - Steering Committee	December - Steering Committee	December - Steering Committee	December - Steering Committee	December - Steering Committee
Progress Report			March through June – UNCT and Thematic Groups		
Mid-Term Evaluation				March through October – Steering Committee	
Design of new UNDAF					UNCT and Thematic Groups
Final Evaluation					UNCT and Thematic Groups

⁹ Half-Yearly Monitoring is valid as Quarterly Monitoring.

¹⁰ Annual Review is valid as Half-Yearly Monitoring and Quarterly Monitoring.

IX. Commitments of the Government

The Government will support the UNS Agencies' efforts to raise funds required to meet the needs of this UNDAF and will cooperate with the UNS Agencies including: encouraging potential donor Governments to make available to the UNS Agencies the funds needed to implement unfunded components of the programme; endorsing the UNS Agencies' efforts to raise funds for the programme from the private sector both internationally and in Uruguay; and by permitting contributions from individuals, corporations and foundations in Uruguay to support this programme which will be tax exempt for the Donor, to the maximum extent permissible under applicable law.

Cash assistance for travel, stipends, honoraria and other costs shall be set at rates commensurate with those applied in the country, but not higher than those applicable to the UNS (as stated in the ICSC circulars).

A standard Fund Authorization and Certificate of Expenditures (FACE) report, reflecting the activity lines of the AWP, will be used by Implementing Partners to request the release of funds, or to secure the agreement that UNDP, UNICEF or UNFPA will reimburse or directly pay for planned expenditure. The Implementing Partners will use the FACE to report on the utilization of cash received. The Implementing Partner shall identify the designated official(s) authorized to provide the account details, request and certify the use of cash. The FACE will be certified by the designated official(s) of the Implementing Partner.

Cash transferred to Implementing Partners should be spent for the purpose of activities and within the timeframe as agreed in the AWPs only.

Cash received by the Government and national NGO Implementing Partners shall be used in accordance with established national regulations, policies and procedures consistent with international standards, in particular ensuring that cash is expended for activities as agreed in the AWPs, and ensuring that reports on the utilization of all received cash are submitted to UNDP, UNFPA or UNICEF six months after receipt of the funds. Where any of the national regulations, policies and procedures are not consistent with international standards, the UNS Agency financial and other related rules and system agency regulations, policies and procedures will apply.

In the case of international NGO/CSO and IGO Implementing Partners cash received shall be used in accordance with international standards in particular ensuring that cash is expended for activities as agreed in the AWPs, and ensuring that reports on the full utilization of all received cash are submitted to UNDP, UNFPA, and UNICEF within six months after receipt of the funds.

To facilitate scheduled and special audits, each Implementing Partner receiving cash from UNDP, UNFPA, and UNICEF will provide UNS Agency or its representative with timely access to:

- All financial records which establish the transactional record of the cash transfers provided by UNDP, UNFPA, or UNICEF together with relevant documentation;
- All relevant documentation and personnel associated with the functioning of the Implementing Partner's internal control structure through which the cash transfers have passed.

The findings of each audit will be reported to the Implementing Partner and the pertinent UNS Agency (UNDP, UNFPA, or UNICEF). Each Implementing Partner will furthermore

- Receive and review the audit report issued by the auditors.
- Provide a timely statement of the acceptance or rejection of any audit recommendation to the UNS Agency (UNDP, UNFPA, or UNICEF) that provided cash (and where the SAI has been identified to conduct the audits, add: and to the SAI) so that the auditors include these statements in their final audit report before submitting it to UNDP, UNFPA, or UNICEF.
- Undertake timely actions to address the accepted audit recommendations.

Report on the actions taken to implement accepted recommendations to the UNS Agencies (and where the SAI has been identified to conduct the audits, add: and to the SAI), on a quarterly basis (or as locally agreed).

Several mechanisms will be put into practice for the participatory planning, oversight and evaluation of the progress of the UNDAF 2011-2015, involving civil society and other development partners. The Government, jointly with the UNS, also undertakes to organize periodic reviews of the UNDAF, joint planning and strategy meetings and, when deemed appropriate, coordination of partner groups for cross-cutting and thematic development in order to facilitate participation by donors, civil society, the private sector and UNS Agencies. Furthermore, the Government will facilitate periodic oversight visits for UN staff and/or appointed officials in order to oversee, meet with beneficiaries, assess the progress and evaluate the impact produced by the use of programme resources. The Government will inform the UNS of any political and legislative changes occurred during UNDAF implementation that may have an impact on cooperation.

X. Other Provisions

Country Programme Action Plan (CPAP)

This UNDAP supersedes any prior Country Programme Action Plan (CPAP) by UNDP, UNFPA and UNICEF, as well as any other operational document that is specifically replaced.¹¹

Project/Programme funded by the Millennium Development Goals Achievement Fund (MDG-F)

This UNDAP does not supersede the agreements and commitments established in the context of the *Viví Cultura* Project/Programme, funded by the MDG-F.

Changes to UNDAP

In the event of any significant changes to the situation requiring a change in the objectives or the need to expand the duration and scope of the elements of the planned programme, the UNDAF/UNDAP Steering Committee (Section V), on the initiative of any of its co-chairs, will examine the situation and, in its case, propose an appropriate amendment to the current UNDAP with the agreement and consent of all the members of such Committee.

Settlement of Disputes

Any disputes relating to compliance with the UNDAF/UNDAP should be resolved in the context of the UNDAF/UNDAP Steering Committee.

Any disputes between the Government and the UNS Agency will be resolved in accordance with the provisions of the basic agreement between the Organization and the Government, as indicated in Section III of this UNDAP. Any disputes among UNS Agencies will be exclusively resolved among such bodies, following the procedures contained in the UNDG-approved dispute settlement mechanism.

Non-compliance

In the event of non-compliance by either party with respect to its obligations in the context of this UNDAP, and having conducted the dispute settlement process within the framework of the Steering Committee:

- a) Where the defaulting party is one of the UNS Agencies, the Government may, previously having made the Resident Coordinator aware of the action, either:
 - i) Suspend the discharge of its own obligations vis-à-vis the defaulting party by giving written notice to that effect to the defaulting party, or
 - ii) Terminate the UNDAP vis-à-vis the defaulting party by giving written notice of sixty (60) days to the defaulting party; and
- b) Where the defaulting party is the Government, the UNS Agency as to which the Government has defaulted in agreement with the Resident Coordinator, either alone or together with all other UNS Agencies, may either:
 - i) Suspend the discharge of its own obligations by giving written notice to that effect to the defaulting party, or
 - ii) Terminate the UNDAP by giving written notice of sixty (60) days to the defaulting party.

¹¹ In general, the project documents of Specialized and Non-Resident UN Agencies will not be superseded by this UNDAP.

Prerogatives and Immunities of the United Nations

The Government will honour its commitments in accordance with the provisions of the cooperation and assistance agreements outlined in Section III of this UNDAP. The Government shall apply the provisions of the Convention on the Privileges and Immunities of the UN Agencies to the Agencies' property, funds, and assets and to its officials and consultants. In addition, the Government will accord to the Agencies and their officials and to other persons performing services on behalf of the Agencies, the privileges, immunities and facilities as set out in the cooperation and assistance agreements between the Agencies and the Government. The Government will be responsible for dealing with any claims, which may be brought by third parties against any of the Agencies and its officials, advisors and agents. None of the Agencies nor any of their respective officials, advisors or persons performing services on their behalf will be held responsible for any claims and liabilities resulting from operations under the cooperation and assistance agreements, except where it is mutually agreed by Government and a particular Agency that such claims and liabilities arise from gross negligence or misconduct of that Agency, or its officials, advisors or persons performing services.

Without prejudice to the generality of the foregoing, the Government shall insure or indemnify the Agencies from civil liability under the law of the country in respect of vehicles provided by the Agencies but under the control of or use by the Government.

- a) Nothing in this Agreement shall imply a waiver by the UN or any of its Agencies or Organizations of any privileges or immunities enjoyed by them or their acceptance of the jurisdiction of the courts of any country over disputes arising of this Agreement.
- b) Nothing in or relating to this document will be deemed a waiver, expressed or implied, of the privileges and immunities of the United Nations and its subsidiary organs, including WFP, whether under the Convention on the Privileges and Immunities of the United Nations of 13th February 1946, the Convention on the Privileges and Immunities of the Specialized Agencies of 21st November 1947, as applicable, and no provisions of this Note Verbale or any Institutional Contract or any Undertaking will be interpreted or applied in a manner, or to an extent, inconsistent with such privileges and immunities.

UNDP Security and Safety Plans

All provisions of the UNDAP apply to the AWP. All references in the SBAA to "Implementing Partner" shall be deemed to refer to "Implementing Partner", as such term is defined and used in the UNDAP and AWP.

In accordance with the Article III of the SBAA, the responsibility for the safety and security of the Implementing Partner and its personnel and property, and of UNDP's property in the Implementing Partner's custody, rests with the Implementing Partner. To this end, each Implementing Partner shall:

- a) Put in place an appropriate security plan and maintain the security plan, taking into account the security situation in the country where the project is being carried;
- b) Assume all risks and liabilities related to the implementing partner's security, and the full implementation of the security plan.

UNDP reserves the right to verify whether such a plan is in place, and to suggest modifications to the plan when necessary. Failure to maintain and implement an appropriate security plan as required hereunder shall be deemed a breach of the Implementing Partner's obligations under this Action Plan and the Project Cooperation Agreement between UNDP and the Implementing Partner.

Each Implementing Partner agrees to undertake all reasonable efforts to ensure that none of the UNDP funds received pursuant to the UNDAP are used to provide support to individuals or entities associated with terrorism and that the recipients of any amounts provided by UNDP hereunder do not appear on the list maintained by the Security Council Committee established pursuant to resolution 1267 (1999). The list can be accessed via <http://www.un.org/Docs/sc/committees/1267/1267ListEng.htm>. This provision must be included in all sub-contracts or sub-agreements entered into under/further to this Project Document.

UNDP and other UN Agencies serving as Implementing Partners shall comply with the policies, procedures and practices of the United Nations safety and security management system.

Government participation in funding UNDP components

In case of government cost-sharing for UNDP implemented components through the UNDAP, the following

clauses should be included:

- i) The schedule of payments and UNDP bank account details.
- ii) The value of the payment, if made in a currency other than United States dollars, shall be determined by applying the United Nations operational rate of exchange in effect on the date of payment. Should there be a change in the United Nations operational rate of exchange prior to the full utilization by the UNDP of the payment, the value of the balance of funds still held at that time will be adjusted accordingly. If, in such a case, a loss in the value of the balance of funds is recorded, UNDP shall inform the Government with a view to determining whether any further financing could be provided by the Government. Should such further financing not be available, the assistance to be provided to the UNDP may be reduced, suspended or terminated by UNDP.
- iii) The above schedule of payments takes into account the requirement that the payments shall be made in advance of the implementation of planned activities. It may be amended to be consistent with the progress of UNDP delivery.
- iv) UNDP shall receive and administer the payment in accordance with the regulations, rules and directives of UNDP.
- v) All financial accounts and statements shall be expressed in United States dollars.
- vi) If unforeseen increases in expenditures or commitments are expected or realized (whether owing to inflationary factors, fluctuation in exchange rates or unforeseen contingencies), UNDP shall submit to the government on a timely basis a supplementary estimate showing the further financing that will be necessary. The Government shall use its best endeavors to obtain the additional funds required.
- vii) If the payments referred above are not received in accordance with the payment schedule, or if the additional financing required in accordance with paragraph [vi] above is not forthcoming from the Government or other sources, the assistance to be provided to the UNDP under this Agreement may be reduced, suspended or terminated by UNDP.
- viii) Any interest income attributable to the contribution shall be credited to UNDP Account and shall be utilized in accordance with established UNDP procedures.
- ix) In accordance with the decisions and directives of UNDP's Executive Board reflected in its Policy on Cost Recovery from Other Resources, the Contribution shall be subject to cost recovery for indirect costs incurred by UNDP headquarters and country office structures in providing General Management Support (GMS) services. To cover these GMS costs, the contribution shall be charged a fee equal to 3%. Furthermore, as long as they are unequivocally linked to the specific project(s), all direct costs of implementation, including the costs of executing entity or implementing partner, will be identified in the project budget against a relevant budget line and borne by the project accordingly.
- x) Ownership of equipment, supplies and other properties financed from the contribution shall vest in UNDP. Matters relating to the transfer of ownership by UNDP shall be determined in accordance with the relevant policies and procedures of UNDP.
- xi) The contribution shall be subject exclusively to the internal and external auditing procedures provided for in the financial regulations, rules and directives of UNDP.

XI. UNDAF Action Plan Results Matrix

The UNDP 2011-2015 displays the national priorities and outcomes already specified in the UNDAF 2011-2015 Results Matrix, in addition to the outputs that the UNCT undertakes to achieve in the next five years.

Results Matrix – Priority Area 1 – Diversification of production and participation in the global economy

Priority Area 1: Promote the diversification of production and the country's participation in the global economy, the growth of productive investment and greater incorporation of scientific and technological innovations in production processes, as pillars of economic development. The actions to be implemented in this area jointly by the United Nations, the Uruguayan Government and civil society aim to contribute to equitable and sustainable development at national, subnational and local levels.						
Outcome/Output	UN Agency	Resource Estimate in USD				
		Total by Output	RR	OR	GOV	Funding Gap
Outcome 1.1 The country will have designed policies and actions to diversify the structure of production and promote trade and investments in order to improve its participation in the global economy, in an equitable and sustainable manner		16,282,603	1,445,819	783,000	8,412,784	5,641,000
Output 1.1.1 Public and private sector's capacities to transform the productive structure in an equitable and sustainable manner through the diversification of production and the addition of greater value are strengthened.	CCI, FAO, UNIDO, UNDP, UNCTAD, UNESCO, UNOPS	14,359,903	738,119	783,000	8,412,784	4,426,000
Output 1.1.2 Public and private sector's capacity to implement policies and strategies that incorporate sustainable production and consumption practices are strengthened.	FAO, ILO UNIDO, UNEP, UNESCO	1,922,700	707,700	0	0	1,215,000
Outcome 1.2 The country will have promoted the incorporation of technological innovations in the structure of production.		2,482,000	212,000	30,000	0	2,240,000
Output 1.2.1 Capacities for development and research, which aim at creating opportunities for the social ownership of innovation, are enhanced.	UNIDO, UNDP, UNESCO	1,550,000	10,000	30,000	0	1,510,000
Output. 1.2.2 Tools for monitoring and evaluating scientific, technological and innovative policies with a prospective approach are generated.	IOM, UNDP, UNESCO	185,000	85,000	0	0	100,000
Output 1.2.3 Strategies and programmes that articulate productive investment (in particular those that incorporate scientific and technological innovation) with social policies at national and local levels.	IOM, UNDP, UNESCO,	747,000	117,000	0	0	630,000
Outcome 1.3 The public and private sectors will have progressed in the promotion of decent work and gender equity on the labour market.		9,666,000	658,000	200,000	3,500,000	5,308,000
Output 1.3.1 Institutional capacities (strengthened and coordinated) for the design and management of policies and strategies aimed at achieving decent work and gender equality, particularly in critical sectors (rural areas, youth, vulnerable workers and socially excluded population).	ILO, UNIDO, UN Women, UNDP,	8,848,000	360,000	200,000	3,500,000	4,788,000
Output 1.3.2 Policies and strategies are implemented for the development of skills, occupational training and improvement of labour productivity which in turn enhance employability and foster decent working conditions.	FAO, ILO/CINTERFOR, IOM, UNIDO, UNDP	818,000	298,000	0	0	520,000
Total Priority Area 1		28,430,603	2,315,819	1,013,000	11,912,784	13,189,000

Results Matrix – Priority Area 2 – Environment

Priority Area 2: Move towards the implementation of sustainable development models that will foster conservation of natural resources and ecosystems, climate change mitigation and adaptation, and use of renewable sources of energy with the aim of reducing social and environmental vulnerabilities and thus achieving greater social equity and environmental justice.						
Outcome/Output	UN Agency	Resource Estimate in USD				
		Total by Output	RR	OR	GOV	Funding Gap
Outcome 2.1 The Government, with the participation of civil society, will have designed, implemented and/or strengthened policies programmes and plans for the sustainable management of natural resources and conservation of biodiversity, and will have reduced social and environmental vulnerabilities and intergenerational inequities.		14,256,866	552,500	5,109,366	2,650,000	5,945,000
Output 2.1.1 Technical inputs are generated for the elaboration of policies and plans which address sustainable management of natural resources and the conservation of biodiversity at national and transnational levels.	FAO, UNDP, UNEP, UNESCO	7,529,366	270,000	2,759,366	2,350,000	2,150,000
Output 2.1.2 Institutional capacities to identify, design and implement plans for the reduction of social and environmental vulnerabilities are strengthened and coordinated.	UNDP, UNEP	955,000	230,000	250,000	0	475,000
Output 2.1.3 Capacities for collaborative management, investigation, awareness and education are strengthened.	UNIDO, UNDP, UNEP, UNESCO,	940,000	20,000	0	0	920,000
Output 2.1.4 Institutional and technical capacities for the control and reduction of pollution are strengthened.	UNIDO, UNDP, UNEP, UNESCO,	4,832,500	32,500	2,100,000	300,000	2,400,000
Outcome 2.2 The Government with the participation of civil society will have designed and implemented national and departmental plans to address climate change and disaster prevention and mitigation.		4,345,500	545,500	1,173,000	200,000	2,427,000
Output 2.2.1 Public and civil society's capacities at national and departmental/local levels are strengthened to apply policies and response strategies that address climate change and climate variability (including mitigation and adaptation).	FAO, UNDP, UNEP, UNESCO,	2,740,500	127,500	1,093,000	200,000	1,320,000
Output 2.2.2 Capacities are strengthened at both public and private sectors within national, departmental and/or local levels to apply policies and strategies for risk reduction in relation to climate change.	FAO, IOM, UN Women, UNDP, UNESCO,	1,277,000	330,000	80,000	0	867,000
Output 2.2.3 Technical capacities are strengthened in order to incorporate migration, population's displacements and mobility in the plans that address climate change.	IOM, UNDP, UNESCO	328,000	88,000	0	0	240,000
Outcome 2.3 The Government, with participation of civil society, will continue to increase the generation of renewable and sustainable energies and the responsible and efficient use of energy, promoting access for all sectors of society and the mitigation of climate change.		4,777,250	51,000	1,452,000	150,000	3,124,250
Output 2.3.1 Technical and institutional capacities for the implementation of the National Energy Policy are strengthened with a view of increasing the proportion of renewable and sustainable energy in the national matrix while promoting equitable access.	UNIDO, UNDP, UNESCO,	4,777,250	51,000	1,452,000	150,000	3,124,250
Total Priority Area 2		23,379,616	1,149,000	7,734,366	3,000,000	11,496,250

Results Matrix – Priority Area 3 – Social development

Priority Area 3: Enhance social development (with particular emphasis on the areas of early childhood development, health and education) with a view to reducing inequality and various forms of inequity (including intergenerational, gender, racial and geographic inequity).						
Outcome/ Output	UN Agency	Resource Estimate in USD				
		Total by Output	RR	OR	GOV	Funding Gap
Outcome 3.1 The Government will have progressed in the design and implementation of social protection policies relating to early childhood and their family environment.		44,914,320	2,445,592	825,000	34,416,728	7,227,000
Output 3.1.1 Technical capacities for the design and implementation of actions that seek to improve the coverage, training of personnel, access and quality of the services directed at early childhood are strengthened.	FAO, UN Women PAHO/WHO, UNDP, UNESCO, UNFPA, UNICEF,	39,184,320	1,360,592	330,000	32,416,728	5,077,000
Output 3.1.2 Technical and institutional capacities conducive to the design and implementation of a National Care System (senior citizens, early childhood and people with disabilities) are strengthened.	CEPAL, PAHO/WHO, UN Women, UNDP, UNFPA, UNICEF,	5,730,000	1,085,000	495,000	2,000,000	2,150,000
Outcome 3.2 The educational system will have progressed in the design and implementation of policies aimed at improving the quality of education, increasing the number of pupils who complete secondary education (thereby reducing social gaps) and expanding access to higher education.		2,063,960	995,000	625,000	0	443,960
Output 3.2.1 Technical and institutional capacities of the Council for Primary Education (CEIP in Spanish) are improved with the objective of implementing policies directed at social inclusion and the extension of teaching time.	UNESCO, UNICEF,	933,960	460,000	30,000	0	443,960
Output 3.2.2 Under the Law on Education 18.437, technical capacities of the National System for Public Education (SNEP in Spanish) are strengthened with the objective of reducing educational dissociation and increasing re-integration.	UNDP, UNESCO, UNICEF,	1,130,000	535,000	595,000	0	0
Outcome 3.3 The Government will have progressed in strengthening the Integrated National Health System, in strengthening public health policies and universal access to sexual and reproductive health services.		9,495,000	1,730,000	1,240,000	6,000,000	525,000
Output 3.3.1 The response capacities and the quality of care of the state provider – Administration of National Health Services (ASSE in Spanish) – are strengthened within the framework of the extension of health coverage through the National Health Fund (FONASA in Spanish).	PAHO/WHO	1,300,000	100,000	200,000	1,000,000	0
Output 3.3.2 The extension of the primary level of care services at the private subsector is strengthened.	PAHO/WHO	1,300,000	100,000	200,000	1,000,000	0
Output 3.3.3 National capacity conducive to the consolidation of the Alliance for Road Safety is strengthened.	PAHO/WHO	1,400,000	200,000	200,000	1,000,000	0
Output 3.3.4 Institutional capacities of the Integrated National Safety System (SNIS in Spanish) are strengthened and initiatives are supported to promote best practices for the implementation of integrated sexual and reproductive health services.	PAHO/WHO, UN Women, UNFPA,	4,695,000	830,000	640,000	3,000,000	225,000
Output 3.3.5 Implementation of sexual education in the education system is strengthened.	UN Women, UNFPA,	800,000	500,000	0	0	300,000

Priority Area 3: Enhance social development (with particular emphasis on the areas of early childhood development, health and education) with a view to reducing inequality and various forms of inequity (including intergenerational, gender, racial and geographic inequity).						
Outcome/ Output	UN Agency	Resource Estimate in USD				
		Total by Output	RR	OR	GOV	Funding Gap
Outcome 3.4 The Government and civil society will have progressed in the design and implementation of institutional policies and mechanisms to consolidate a national response to HIV/AIDS aimed at achieving the goals of universal access to support, treatment care and prevention and eliminating all forms of stigma and discrimination.		680,000	515,000	115,000	0	50,000
Output 3.4.1 Technical capacities of the appropriate Ministries are strengthened in order to achieve the design and implementation of policies and integrated actions directed at groups who are most exposed to STIs (Sexually Transmitted Infections) - Acquired Immune Deficiency Syndrome (AIDS) and people living with the Human Immunodeficiency Virus (HIV).	UN Working Team on HIV/AIDS, UNAIDS, UNFPA,	250,000	200,000	0	0	50,000
Output 3.4.2 Programmes which incorporate and provide comprehensive health care – including STIs – to pregnant women at national level are implemented.	UN Working Team on HIV/AIDS, UNAIDS, UNFPA, UNICEF,	270,000	215,000	55,000	0	0
Output 3.4.3 Civil Society Organizations are strengthened in their national response to HIV.	UN Working Team on HIV/AIDS, UN Women, UNAIDS, UNFPA,	160,000	100,000	60,000	0	0
Outcome 3.5 The Government and civil society will have progressed in the design and implementation of institutional policies and mechanisms to reduce gender, intergenerational and racial inequities.		12,633,383	2,038,383	1,170,000	0	9,425,000
Output 3.5.1 Governments and Civil Societies capacities to develop policies relating to gender equality are strengthened.	UN Women, UNDP, UNFPA, UNICEF,	6,314,000	1,479,000	660,000	0	4,175,000
Output 3.5.2 Governments and Civil Societies capacities to develop policies relating to racial inclusion are strengthened.	FAO, OHCHR, UN Women, UNDP, UNESCO, UNFPA, UNICEF,	715,383	155,383	60,000	0	500,000
Output 3.5.3 Capacities for the development of policies directed at addressing the challenges, risks and opportunities of the different life-cycle stages are strengthened.	UN Women, UNDP, UNFPA, UNICEF,	5,604,000	404,000	450,000	0	4,750,000
Outcome 3.6 The Government will have implemented social cohesion policies (in particular on housing and residential integration) with a view to reducing social exclusion and closing gaps between geographic regions and the Uruguayan diaspora.		15,213,272	390,000	3,408,000	6,570,000	4,845,272
Output 3.6.1 Capacities for the promotion and consolidation of social cohesion and the reduction of extreme poverty, which in turn foster citizen participation, are strengthened.	UN Women, UNDP, UNEP, UNICEF,	9,043,272	155,000	648,000	6,570,000	1,670,272
Output 3.6.2 Government capacities (at central and local level) to promote local development, the articulation of public policies and the inclusion of environmental variables, are strengthened.	UNDP, UNEP,	5,935,000	125,000	2,760,000	0	3,050,000
Output 3.6.3 Technical capacities of the Government for the incorporation of population mobility and its geographical distribution into the planning, design and implementation of public policies are strengthened.	IOM, UNFPA,	235,000	110,000	0	0	125,000
Total de Priority Area 3		84,999,935	8,113,975	7,383,000	46,986,728	22,516,232

Results Matrix – Priority Area 4 – Democratic governance and human rights

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.						
Outcome/Output	UN Agency	Resource Estimate in USD				
		Total by Output	RR	OR	GOV	Funding Gap
Outcome 4.1 The Government, with broad participation of civil society, will have progressed in the design and implementation of human rights-based policies and instruments for the promotion and comprehensive protection of human rights, with special focus on most vulnerable groups.		3,069,040	1,276,000	386,040	0	1,400,000
Output 4.1.1 Capacities of both the Parliament and the National Institution of Human Rights to promote human rights are strengthened.	OHCHR, IOM, UN Women, UNDP, UNFPA, UNICEF,	812,500	315,000	0	0	497,500
Output 4.1.2 Capacities of the Executive Power and public institutions to incorporate and apply a human rights based approach into public policies are strengthened.	OHCHR, IOM, ILO, UNIDO, UN Women, UNAIDS, UNDP, UNESCO, UNFPA, UNICEF,	1,109,540	171,000	386,040	0	552,500
Output 4.1.3 Mechanisms for the promotion and monitoring of human rights instruments are strengthened.	OHCHR IOM, ILO, UNDP, UN Women, UNFPA, UNICEF,	1,140,000	790,000	0	0	350,000
Outcome 4.2 The Government, with the broadest participation of civil society, will have progressed in the design and implementation of policies and mechanisms for the prevention and detection of family violence and support for the victims of such violence, especially women, adolescents and children.		1,930,000	610,000	460,000	0	860,000
Output 4.2.1 The National Advisory Committee against domestic violence, its institutions and civil society's networks are strengthened in the promotion, implementation and monitoring of specific public policies.	IOM, UN Women, UNFPA, UNODC,	840,000	340,000	400,000	0	100,000
Output 4.2.2 Policies for the prevention, attention, healing and eradication of violence towards women, young girls and adolescents are strengthened.	IOM, UN Women, UNDP, UNFPA, UNICEF,	870,000	170,000	0	0	700,000
Output 4.2.3 UN Secretary-General's Campaign UNiTE to End Violence against Women developed.	IOM, UN Women, UNFPA and UNICEF,	220,000	100,000	60,000	0	60,000
Outcome 4.3 Government institutions, with the broadest participation of civil society, will have improved the quality, the access, the transparency of information and accountability for the design, implementation and oversight of public management.		9,817,250	1,320,000	237,910	5,816,370	2,442,970
Output 4.3.1 National Statistic System capacities for generating timely and valuable information are strengthened.	IOM, UN Women UNDP, UNFPA, UNICEF,	1,730,000	820,000	20,000	600,000	290,000
Output 4.3.2 Capacities for the planning, analysis and evaluation of public policies, as well as management and information systems that facilitate decision making are developed.	UNDP, UNFPA,	8,087,250	500,000	217,910	5,216,370	2,152,970
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.		23,317,326	411,000	180,000	7,189,046	15,537,280
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.	UN Women, UNDP,	13,431,266	28,000	0	5,072,236	8,331,030
Output 4.4.2 Local government's capacities are strengthened to favor inter-institutional articulation in the design and implementation of local policies and the promotion of citizen participation.	UN Women, UNDP,	8,223,810	150,000	180,000	2,029,810	5,864,000
Output 4.4.3 Legislative Power's capacities are strengthened with the objective of improving the quality of the legislative process.	UNDP	1,662,250	233,000	0	87,000	1,342,250

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.						
Outcome/Output	UN Agency	Resource Estimate in USD				
		Total by Output	RR	OR	GOV	Funding Gap
Outcome 4.5 The Government will have progressed in the design and implementation of policies for peaceful coexistence and public security and democratic control of defense matters.		1,766,796	298,000	456,796	0	1,012,000
Output 4.5.1 Processes and mechanisms for the Reform of the Criminal Sanctions System implemented.	ILO, UN Women, UNDP, UNODC,	716,796	48,000	456,796	0	212,000
Output 4.5.2 Juvenile criminal justice system strengthened in the following areas: legal defense, imprisonment conditions in accordance with international standards, police procedures respectful of minors' human rights.	UNDP, UNICEF	600,000	250,000	0	0	350,000
Output 4.5.3 Capacities of the Ministry of Defense are strengthened for the implementation of the Framework Law on National Defense.	UNDP	450,000	0	0	0	450,000
Outcome 4.6 The Government will have progressed in the implementation of policies directed towards improving the participation, representation and the political impact of women and young people.		1,125,000	345,000	330,000	0	450,000
Output 4.6.1 Mechanisms that seek to increase the participation and political impact of women at national and local levels are generated and/or strengthened. .	UN Women, UNDP,	770,000	215,000	330,000	0	225,000
Output 4.6.2 Mechanisms that seek to increase the participation and political impact of young politics are strengthened at both national and local levels.	UN Women; UNDP	355,000	130,000	0	0	225,000
Total Priority Area 4		41,018,412	4,260,000	2,050,746	13,005,416	21,702,250

Initiatives outside the matrix

Initiatives outside the Results Matrix by UNICEF, IOM, UN Women and UNOPS						
Outcome/Output*	UNS Agency ¹	Estimated resources in USD				
		Total per output	RR	OR	GOV	Funding Gap
The private sector and civil society will have strengthened its commitment to the rights of boys, girls and adolescents	UNICEF	2,500,000	500,000	2,000,000	0	0
Output OM.1.1 The rights of boys, girls and adolescents are included on the corporate social responsibility agenda	UNICEF	550,000		550,000		
Output OM.1.2 Local fund-raising increases in favor of the rights of children	UNICEF	650,000		650,000		
Output OM.1.3 A more positive function is carried out by the media in favor of Uruguayan boys, girls and adolescents	UNICEF	1,300,000	500,000	800,000		
Strengthened educational sector and university human capital	IOM	2,500,000			2,500,000	
Output OM.2.1 Teaching staff and researchers from UdelaR are receiving international training	IOM	2,500,000			2,500,000	
The UN Reform process in Uruguay's pilot programme evaluated from the gender perspective	UN Women	520,000	205,000	315,000		
Output OM.3.1 Experience of the Uruguay UN Women Programme evaluated under the Delivering as One process	UN Women	275,000	15,000	260,000		
Output OM.3.2 Communication strategy and publishing line designed	UN Women	190,000	190,000			
Output OM.3.3 Gender mainstreaming strategy designed and implemented	UN Women	55,000		55,000		
Output OM.4.1 National Telecommunications Administration (ANTEL) strengthened	UNOPS	1,594,000			1,594,000	
	Total	7,114,000	705,000	2,315,000	4,094,000	0

* OM indicates Outside the Matrix.

XII. UNDP Monitoring and Evaluation Matrix

M&E Matrix – Priority Area 1 – Diversification of production and participation in the global economy

Priority Area 1: Promote the diversification of production and the country's participation in the global economy, the growth of productive investment and greater incorporation of scientific and technological innovations in production processes, as pillars of economic development. The actions to be implemented in this area jointly by the United Nations, the Uruguayan Government and civil society aim to contribute to equitable and sustainable development at national, subnational and local levels.								
Outcome/Output	UNS Agency	Indicators (I), Baselines (BL) and Targets (T)	Means of Verification	Assumptions (A) and Risks (R)	National Implementing Partners ¹²	Total per output	Monitoring Process	Monitoring Mechanisms
Outcome 1.1 The country will have designed policies and actions to diversify the structure of production and promote trade and investments in order to improve its participation in the global economy, in an equitable and sustainable manner.						16,282,603	Annual	Meeting of the Evaluation/Review Group between UNS and Government representatives
Output 1.1.1 Public and private sector's capacities to transform the productive structure in an equitable and sustainable manner through the diversification of production and the addition of greater value are strengthened.	ITC, FAO, UNDP, UNCTAD, UNESCO, UNIDO, & UNOPS	I: Number of strengthened institutions BL: 4 T: 12 I: Number of strengthened undertakings in the diversification of production and increased value added BL: 9 undertakings strengthened T: 30 undertakings strengthened	Project Reports	The minimum level required of GDP growth (3% on an annual basis) and the allocation of financial resources remains in place	DINAPYME (MIEM), Culture Division (MEC), MGAP, MEF, MINTUR	14,359,903		
Output 1.1.2 Public and private sector's capacity to implement policies and strategies that incorporate sustainable production and consumption practices are strengthened.	FAO, ILO, UNEP, UNESCO, UNIDO	I: Number of public bodies formally adding sustainable procurement practices BL: 0 T: 4 I: Number of companies assisted by the cleaner production center BL: 0 T: 10	Documentation accrediting the addition of conditions relating to sustainable procurements; reports on cleaner production measures implemented by the companies	The minimum level required of GDP growth (3% on an annual basis) and the allocation of financial resources remains in place	OPP, MVOTMA (DINAMA), MGAP (RENARE, advisory services, executing units), MINTUR, MIEM (DNI, DINAPYME), GMI (Ministerial Innovation Cabinet), CIACEX, LATU	1,922,700	Half-yearly	Meeting of the Thematic Group of Priority Area 1

¹² The list of national partners is not a closed one and other stakeholders can be added in conformity with the project or programme to be undertaken, if deemed relevant by the Government and the UNS.

Priority Area 1: Promote the diversification of production and the country's participation in the global economy, the growth of productive investment and greater incorporation of scientific and technological innovations in production processes, as pillars of economic development. The actions to be implemented in this area jointly by the United Nations, the Uruguayan Government and civil society aim to contribute to equitable and sustainable development at national, subnational and local levels.								
Outcome/Output	UNS Agency	Indicators (I), Baselines (BL) and Targets (T)	Means of Verification	Assumptions (A) and Risks (R)	National Implementing Partners ¹²	Total per output	Monitoring Process	Monitoring Mechanisms
Outcome 1.2 The country will have promoted the incorporation of technological innovations in the structure of production.						2,482,000	Annual	Meeting of the Evaluation/Review Group between the UNS and Government representatives
Output 1.2.1 Capacities for development and research, which aim at creating opportunities for the social ownership of innovation, are enhanced.	UNDP, UNESCO, UNIDO	I: Offer of new services for the productive sector BL: 0 T: Establishment of a process control and automation technology center	Center in operation	The minimum level required of GDP growth (3% on an annual basis) and the allocation of financial resources remains in place	MIEM (DNI), ANEP, MEC (Dicyt), CEIBAL, UdelaR, BROU, LATU	1,550,000	Half-yearly	Meeting of the Thematic Group of Priority Area 1
Output. 1.2.2 Tools for monitoring and evaluating scientific, technological and innovative policies with a prospective approach are generated.	IOM, UNDP, UNESCO	I: Percentage of population with information about Science and Technology (S&T) in Uruguay BL: 72% of the population with little or no information about S&T in Uruguay (Public Perception Survey on S&T, 2008); T: Increase at least by half the percentage of population with full or enough information on S&T in Uruguay by 2015	Public Perception Survey on S&T, ANII	A: The Government, the private sector and civil society will continue to support the addition of scientific-technological innovations (taking into account social inclusion) into the productive structure	MIEM (DNI), ANEP, MEC (Dicyt), CEIBAL, S&T Observatory, ANEP, UdelaR, BROU, LATU	185,000	Half-yearly	Meeting of the Thematic Group of Priority Area 1
Output 1.2.3 Strategies and programmes that articulate productive investment (in particular that which incorporates scientific and technological innovation) with social policies at national and local levels	IOM, UNDP, UNESCO	I: Number of such networks set up BL: 0 T: 2 by 2015 I: Number of public and private institutions with strengthened capacity to design and implement investment promotion policies directly contributing to achieving the MDGs BL: limited capacity T: at least 2 by 2015	Project reports on activities implemented in the context of the networks in operation	A: The Government, the private sector and civil society will continue to support the addition of scientific-technological innovations (taking into account social inclusion) into the productive structure	MREE, MEC	747,000	Half-yearly	Meeting of the Thematic Group of Priority Area 1
Outcome 1.3 The public and private sectors will have progressed in the promotion of decent work and gender equity on the labour							Annual	Meeting of the

Priority Area 1: Promote the diversification of production and the country's participation in the global economy, the growth of productive investment and greater incorporation of scientific and technological innovations in production processes, as pillars of economic development. The actions to be implemented in this area jointly by the United Nations, the Uruguayan Government and civil society aim to contribute to equitable and sustainable development at national, subnational and local levels.								
Outcome/Output	UNS Agency	Indicators (I), Baselines (BL) and Targets (T)	Means of Verification	Assumptions (A) and Risks (R)	National Implementing Partners ¹²	Total per output	Monitoring Process	Monitoring Mechanisms
market.						9,666,000		Evaluation/Review Group between UNS and Government representatives
Output 1.3.1 Institutional capacities (strengthened and coordinated) for the design and management of policies and strategies aimed at achieving decent work and gender equality, particularly in critical sectors (rural areas, youth, vulnerable workers and socially excluded population).	ILO, UNDP, UNIDO, UN Women	I: Agreements reached for the promotion of Decent work BL: National Plan for Decent Work (NPDW) with employers and Government T: NPDW harmonized on a three-party basis I: Number of policies or programmes to foster productivity and competitiveness adding to the promotion of employment quality BL: Limited capacity of national or sub-national institutions to integrate the promotion of productivity and competitiveness into the promotion of employment quality T: At least 2 by 2015	Agreements signed, existing Programmes	A: Economic growth levels with job creation remain in place R: Shortage of financial, human and technical resources to design and implement aforementioned policies and actions	MIDES, MIEM, MINTUR, MGAP, MTSS	8,848,000	Half-yearly	Meeting of the Thematic Group of Priority Area 1
Output 1.3.2 Policies and strategies are implemented for the development of skills, occupational training and improvement of labour productivity which in turn enhance employability and foster decent working conditions.	FAO, ILO/ CINTERFOR, IOM, UNDP, UNIDO	I: Productive Sectors engaged through its business organizations and trade unions BL: Construction T: 3 more sectors I: Number of Certified Workers in their labor competencies as a result of the policies and strategies implemented BL: 0 T: 150	Cross-cutting two-party levels set up	A: Economic growth levels with job creation remain in place R: Shortage of financial, human and technical resources to design and implement aforementioned policies and actions	MTSS	818,000	Half-yearly	Meeting of the Thematic Group of Priority Area 1
Total Priority Area 1						28,430,603		

M&E Matrix – Priority Area 2 – Environment

Priority Area 2: Move towards the implementation of sustainable development models that will foster conservation of natural resources and ecosystems, climate change mitigation and adaptation, and use of renewable sources of energy with the aim of reducing social and environmental vulnerabilities and thus achieving greater social equity and environmental justice.								
Outcome/Output	UNS Agency	Indicators (I), Baselines (BL) and Targets (T)	Means of Verification	Assumptions (A) and Risks (R)	National Implementing Partners ¹³	Total per output	Monitoring Process	Monitoring Mechanisms
Outcome 2.1 The Government, with the participation of civil society, will have designed, implemented and/or strengthened policies programmes and plans for the sustainable management of natural resources and conservation of biodiversity, and will have reduced social and environmental vulnerabilities and intergenerational inequities.						14,246,866	Annual	Meeting of the Evaluation & Review Group between the UNS and Government representatives
Output 2.1.1 Technical inputs are generated for the elaboration of policies and plans which address sustainable management of natural resources and the conservation of biodiversity at national and transnational levels.	FAO, UNDP, UNEP, UNESCO	I: Management plans of protected areas under various management models BL: 0 T: 4 by 2015 I: Watershed councils, regions and/or commissions set up in conformity with provisions of the National Water Policy Act, adopted in October 2009 BL: 1 (Watershed Commission of Laguna del Sauce) T: 3 Regional Watershed Councils and/or Commissions	FAO Reports Management Plans for Protected Areas adopted Decreets enacted for the establishment of regional watershed councils and/or commissions	A: The enhanced institutional framework enables proper resolution of the tension between environmental conservation and productive development R: The expansion of productive processes and the prioritization of economic growth delay the adoption of environmental safeguards	MVOTMA (DINAMA, DINASA, DINOT), Environmental Cabinet (MVOTMA/MGAP /Min Int), National Meteorological Division (DNM), City Councils, MSP	7,519,366	Half-yearly	Meeting of the Thematic Group of Priority Area 2
Output 2.1.2 Institutional capacities to identify, design and implement plans for the reduction of social and environmental vulnerabilities are strengthened and coordinated.	UNDP, UNEP	I: Number of integrated solid waste management programmes adding social inclusion BL: 1 nationwide operation, 1 department implemented T: At least 4 by 2015 I: Number of new studies on socio-environmental vulnerability BL: 0 T: 5 by 2015	Programme analysis documents adopted Documents on the status on socio-environmental vulnerability	A: There is adequate harmonization between environmental and social policies R: No recognition of the links between environmental degradation and increase in vulnerability	MVOTMA (DINAMA, DINASA, DINOT), Environmental Cabinet (MVOTMA/MGAP /Min Int), National Meteorological Division (DNM), City Councils, MSP, MIDES, MEC, MI	955,000	Half-yearly	Meeting of the Thematic Group of Priority Area 2

¹³ The list of national partners is not a closed one and other stakeholders can be added in conformity with the project or programme to be undertaken, if deemed relevant by the Government and the UNS.

Priority Area 2: Move towards the implementation of sustainable development models that will foster conservation of natural resources and ecosystems, climate change mitigation and adaptation, and use of renewable sources of energy with the aim of reducing social and environmental vulnerabilities and thus achieving greater social equity and environmental justice.

Outcome/Output	UNS Agency	Indicators (I), Baselines (BL) and Targets (T)	Means of Verification	Assumptions (A) and Risks (R)	National Implementing Partners ¹³	Total per output	Monitoring Process	Monitoring Mechanisms
Output 2.1.3 Capacities for collaborative management, investigation, awareness and education are strengthened.	UNIDO, UNDP, UNEP, UNESCO	<p>I: Number of environmental management projects implemented by local communities BL: 74 Small Grants Programmes (SGPs) T: 95 by 2015</p> <p>I: Number of studies on integrated coastal management BL: 2 (Environmental and socio-demographic diagnosis of the coastal area of Río de la Plata. Towards a National Strategy for the Integrated Management of the Coastal Area 2010-2015) T: 3 by 2015</p>	<p>Final project reports implemented by community-based groups</p> <p>Documents on integrated coastal management published</p>	<p>A: The funds contributed in support of local initiatives remain in place</p> <p>R: Reduction in the allocation of multilateral funds for programmes in support of local initiatives</p> <p>A: Support for the process of institutionalizing integrated management remains in place</p> <p>R: The national network of institutions in place is not effective in producing consensus for integrated coastal management</p>	MVOTMA (DINAMA, DINASA, DINOT), Environmental Cabinet (MVOTMA/MGAP /Min Int), National Meteorological Division (DNM), City Councils, MSP, MEC, academia, ANII, ANEP/CODICEN, INIA	940,000	Half-yearly	Meeting of the Thematic Group of Priority Area 2
Output 2.1.4 Institutional and technical capacities for the control and reduction of pollution are strengthened.	UNIDO, UNDP, UNEP, UNESCO	<p>I: Tons of Persistent Organic Pollutants (POPs) from the public and private sectors eliminated through pilot activities BL: 113 T (exported by UTE – Nat'l Administration for Power Stations & Electrical Transmissions) T: 213 by 2015</p> <p>I: Compliance with the targets of the Montreal Protocol on Substances that Deplete the Ozone Layer BL: In compliance T: Compliance with the targets of the Protocol remains throughout the period</p> <p>I: Cleaner production plans at the sector level (for example, <i>Curtiembres</i>) BL: 0 T: 1</p>	<p>Report to the Multilateral Fund for the Implementation of the Montreal Protocol</p> <p>Report on final provisions</p> <p>Cleaner production plans at the sector level prepared</p>	<p>A: The country's priority continues to be the design of national development plans on sustainable consumption and production for cleaner production</p> <p>R: Lack of coordinated work or consensus between environmental authorities and the private sector about the adoption of actions plans for cleaner production</p>	MVOTMA (DINAMA, DINASA, DINOT), Environmental Cabinet (MVOTMA/MGAP/Min Int), National Meteorological Division (DNM), City Councils, MSP, Min Int (Firefighting Department), MIEM	4,832,500	Half-yearly	Meeting of the Thematic Group of Priority Area 2

Priority Area 2: Move towards the implementation of sustainable development models that will foster conservation of natural resources and ecosystems, climate change mitigation and adaptation, and use of renewable sources of energy with the aim of reducing social and environmental vulnerabilities and thus achieving greater social equity and environmental justice.								
Outcome/Output	UNS Agency	Indicators (I), Baselines (BL) and Targets (T)	Means of Verification	Assumptions (A) and Risks (R)	National Implementing Partners ¹³	Total per output	Monitoring Process	Monitoring Mechanisms
Outcome 2.2 The Government with the participation of civil society will have designed and implemented national and departmental plans to address climate change and disaster prevention and mitigation.						4,355,500	Annual	Meeting of the Evaluation & Review Group between the UNS and Government representatives
Output 2.2.1 Public and civil society's capacities at national and departmental/local levels are strengthened to apply policies and response strategies that address climate change and climate variability (including mitigation and adaptation).	FAO, UNDP, UNEP, UNESCO	I: National Communication to the Convention on Climate Change prepared BL: 3 Communications presented T: 4 Communications by 2013 I: Number of cross-cutting lines of the National Climate Change Response Plan (NCCRP) supported BL: 0 T: At least 3 sectors by 2015 I: Number of plans adopted at the national and departmental level in response to climate change BL: 1 NCCRP T: At least 2 departments will implement climate change responses by 2015	National Communication 2013 Agency projects relating to the NCCRP Number of plans adopted	A: Sufficient awareness of and knowledge about vulnerability and necessary actions in mitigation and adaptation to cope with climate change enables the inclusion of this issue into policies and plans. The network of institutions is further solidified R: Insufficient mid- and long-term planning hinders the adoption of necessary measures	MVOTMA (DINAMA, DINASA, DINOT), Environmental Cabinet (MVOTMA/MGAP /Min Int), National Meteorological Division (DNM), City Councils, MSP, NES, SNRCC, City Council Congress	2,740,500	Half-yearly	Meeting of the Thematic Group of Priority Area 2
Output 2.2.2 Capacities are strengthened at both public and private sectors within national, departmental and/or local levels to apply policies and strategies for risk reduction in relation to climate change.	FAO, IOM, UN Women, UNDP, UNESCO	I: National Emergency System (NES) Act regulated BL: National Emergency System Act adopted T: By 2015, full regulation will have taken place I: Number of departments set up according to the national risk management training plan of the NES BL: 0 T:9	FAO Report NES Reports	A: The NES institutionalization process remains in place R: The Government does not commit the necessary resources for NES institutionalization according to the 2009 Act	MVOTMA (DINAMA, DINASA, DINOT), Environmental Cabinet (MVOTMA/MGAP /Min Int), National Meteorological Division (DNM), City Councils, MSP, NES, SNRCC, City Council Congress	1,277,000	Half-yearly	Meeting of the Thematic Group of Priority Area 2

Priority Area 2: Move towards the implementation of sustainable development models that will foster conservation of natural resources and ecosystems, climate change mitigation and adaptation, and use of renewable sources of energy with the aim of reducing social and environmental vulnerabilities and thus achieving greater social equity and environmental justice.								
Outcome/Output	UNS Agency	Indicators (I), Baselines (BL) and Targets (T)	Means of Verification	Assumptions (A) and Risks (R)	National Implementing Partners¹³	Total per output	Monitoring Process	Monitoring Mechanisms
Output 2.2.3 Technical capacities are strengthened in order to incorporate migration, population's displacements and mobility in the plans that address climate change.	IOM, UNDP, UNESCO	I: Number of programmes and measures implemented at the national level that include internal migrations and displacement of people BL: 0 T: At least 1 by 2015	MVOTMA & CSP Technical Reports	A: Sensitization and political will to include environment-caused displacements into policies and plans R: Lack of coordinated work or consensus between environmental entities and those linked to the population about including environment-caused displacements into planning	MVOTMA (DINAMA, DINASA, DINOT), Environmental Cabinet (MVOTMA/MGAP /Min Int), National Meteorological Division (DNM), City Councils, MSP, NES, SNRCC, City Council Congress, OPP (Sectoral Population Commission)	338,000	Half-yearly	Meeting of the Thematic Group of Priority Area 2
Outcome 2.3 The Government, with participation of civil society, will continue to increase the generation of renewable and sustainable energies and the responsible and efficient use of energy, promoting access for all sectors of society and the mitigation of climate change.						4,777,250	Annual	Meeting of the Evaluation & Review Group between the UNS and Government representatives
Output 2.3.1 Technical and institutional capacities for the implementation of the National Energy Policy are strengthened with a view of increasing the proportion of renewable and sustainable energy in the national matrix while promoting equitable access.	UNIDO, UNDP, UNEP, UNESCO	I: Number of projects implemented that introduce non-conventional renewable energy sources BL: 7 energy undertakings connected to the SIN (April 2010) T: The UNS will contribute at least 2 new projects by 2015 I: Comprehensive Study on Biomass Residue Sources for Energy prepared at the national level BL: Partial studies T: Study completed	MIEM Reports Studies on Biomass Sources prepared	A: The Government maintains its energy policy to include renewable sources R: Changes to energy costs or inclusion of less sustainable renewable sources	MVOTMA (DINAMA, DINASA, DINOT), Environmental Cabinet (MVOTMA/MGAP /Min Int), National Meteorological Division (DNM), City Councils, MSP	4,777,250	Half-yearly	Meeting of the Thematic Group of Priority Area 2
Total Priority Area 2						23,379,616		

M&E Matrix – Priority Area 3 – Social development

Priority Area 3: Enhance social development (with particular emphasis on the areas of early childhood development, health and education) with a view to reducing inequality and various forms of inequity (including intergenerational, gender, racial and geographic inequity).								
Outcome/Output	UNS Agency	Indicators (I), Baselines (BL) and Targets (T)	Means of Verification	Assumptions (A) and Risks (R)	National Implementing Partners ¹⁴	Total per output	Monitoring Process	Monitoring Mechanisms
Outcome 3.1 The Government will have progressed in the design and implementation of social protection policies relating to early childhood and their family environment.						44,914,320	Annual	Meeting of the Evaluation & Review Group between the UNS and Government representatives
Output 3.1.1 Technical capacities for the design and implementation of actions that seek to improve the coverage, training of personnel, access and quality of the services directed at early childhood are strengthened.	FAO, UN Women, PAHO/WHO, UNDP, UNESCO, UNFPA, UNICEF	I: Number of CAIF articulating actions with ASSE and MSP BL: 58% of CAIF received baby referrals from the Customs Plan BL: 55% of CAIF referred pregnant women for control to health services (Source: Progress Report on agreements with MSP, ASSE, MIDES, INAU, PLAN CAIF) T: Increase to 75% I: Documents adopted by the Government which underpin the National Strategy for Children and Adolescents BL: Documents prepared in the context of the National Strategy for Children and Adolescents T: National Strategy for Early Childhood Development (0-3 years) with a cross-cutting nature	Documentation on monitoring and follow-up to the agreements with MSP, ASSE, MIDES, INAU, PLAN CAIF Internal records of services. Documents adopted by the Government	A: Authorities' commitment remains in place R.1: Resistance of stakeholders and obstacles to cross-cutting articulation R.2: Lack of budgetary resources	MIDES (CAIF, INAU) MSP, ASSE, MEC, ANEP, Social Cabinet, Departmental Governments, Parliament, BPS, Ministry of Interior, National Penitentiary Divisions, MTSS, INDA, INEFOP, DINAE, NGOs	39,184,320	Half-yearly	Meeting of the Thematic Group of Priority Area 3
Output 3.1.2 Technical and institutional capacities conducive to the design and implementation of a National Care System (senior citizens, early childhood and people	ECLAC, PAHO/WHO, UN Women, UNDP, UNFPA, UNICEF	I: Technical inputs prepared and including the gender-based approach and the promotion of joint responsibility, as part of the political debate and the establishment of agreements BL: There are basic conceptual agreements in place	TDR, Project Documents, debate bodies, institutions participating in the debates	A: The Government has prioritized the design and implementation of a policy on care R: The design of the policy on care does not blend into the social	MSP, ASSE, National Council for Social Policies, Gender and Family Network, UDELAR, National Parliament,	5,730,000	Half-yearly	Meeting of the Thematic Group of Priority Area 3

¹⁴ The list of national partners is not a closed one and other stakeholders can be added in conformity with the project or programme to be undertaken, if deemed relevant by the Government and the UNS.

Priority Area 3: Enhance social development (with particular emphasis on the areas of early childhood development, health and education) with a view to reducing inequality and various forms of inequity (including intergenerational, gender, racial and geographic inequity).								
Outcome/Output	UNS Agency	Indicators (I), Baselines (BL) and Targets (T)	Means of Verification	Assumptions (A) and Risks (R)	National Implementing Partners ¹⁴	Total per output	Monitoring Process	Monitoring Mechanisms
with disabilities) are strengthened.		T: Political debates and cross-cutting agreements include the technical inputs that have been prepared		protection matrix in Uruguay. In the policy design, the gender-based approach is low on the agenda	National Coordinating Council for Social Policies, academia, civil society organizations, business & trade union sectors, political parties and Parliament			
Outcome 3.2 The educational system will have progressed in the design and implementation of policies aimed at improving the quality of education, increasing the number of pupils who complete secondary education (thereby reducing social gaps) and expanding access to higher education.						2,063,960	Annual	Meeting of the Evaluation & Review Group between the UNS and Government representatives
Output 3.2.1 Technical and institutional capacities of the Council for Primary Education (CEIP in Spanish) are improved with the objective of implementing policies directed at social inclusion and the extension of teaching time.	UNESCO, UNICEF	I: Number of studies and diagnostic research conducted in support of initiatives under implementation I: Percentage of teaching and technical staff who have participated in training activities and are responsible for implementing the innovations BL: Proposed policies designed in the context of the 2011-2015 Budget of CEIP, as basis for implementation during the five-year period T: Technical teams responsible for implementing teaching extension and quality improvement policies (Priority Attention in _Surroundings with Relative Structural Difficulties -- A.PR.EN.D.E.R. in Spanish) consolidated with UNS technical assistance by 2012	Interviews with implementing partners (educational authorities, CEIP technical staff and teaching representatives) & representatives of educational communities, conducted by UNESCO and UNICEF technical staff	A: Commitment by the educational authorities remains in place. Support by the educational stakeholders in the Assemblies for Technical Teaching Staff (ATD in Spanish) achieved R: Lack of budgetary resources. Resistance of educational stakeholders to proposed innovations	ANEP (CODICEN, CEIP & CFE), CEIP, CODICEN, MEC, MIDES (INAU, INFAMLIA), CITS (<i>Ceibal</i> Plan), Departmental Commissions	933,960	Half-yearly	Meeting of the Thematic Group of Priority Area 3
Output 3.2.2 Under the Law on Education 18.437, technical capacities of the National System for Public Education	UNDP, UNESCO, UNICEF	I: Number of studies and diagnostic research conducted in support of initiatives under implementation I: Percentage of teaching and technical staff who have	Interviews with implementing partners (educational authorities, technical staff from	A: Commitment by the educational authorities remains in place. Support by the educational stakeholders (ATD)	ANEP, ANII (CODICEN, CES, CETP, CEIP & CFD), MEC, MIDES (INJU, INAU),	1,130,000	Half-yearly	Meeting of the Thematic Group of Priority Area 3

Priority Area 3: Enhance social development (with particular emphasis on the areas of early childhood development, health and education) with a view to reducing inequality and various forms of inequity (including intergenerational, gender, racial and geographic inequity).								
Outcome/Output	UNS Agency	Indicators (I), Baselines (BL) and Targets (T)	Means of Verification	Assumptions (A) and Risks (R)	National Implementing Partners ¹⁴	Total per output	Monitoring Process	Monitoring Mechanisms
(SNEP in Spanish) are strengthened with the objective of reducing educational dissociation and increasing re-integration.		participated in training activities and are responsible for implementing the innovations BL: Proposed policies designed in the context of the 2011-2015 Budget of ANEP & MEC, as basis for implementation during the five-year period T: Technical teams responsible for implementing policies on educational dissociation prevention and educational re-integration promotion ("Educational Agreement" and "Liceos Abiertos" – Open High Schools) consolidated with UNS technical assistance by 2012	the Councils involved and teaching representatives) and with representatives of educational communities, conducted by the technical staff of participating agencies	achieved R: Lack of budgetary resources. Resistance of educational stakeholders to proposed innovations	(CITS), PEDECIBA, UdelaR, BPS, Departmental Education Commissions, Center for Technological and Social Inclusion (CITS)			
Outcome 3.3 The Government will have progressed in strengthening the Integrated National Health System, in strengthening public health policies and universal access to sexual and reproductive health services.						9,495,000	Annual	Meeting of the Evaluation & Review Group between the UNS and Government representatives
Output 3.3.1 The response capacities and the quality of care of the state provider – Administration of National Health Services (ASSE in Spanish) – are strengthened within the framework of the extension of health coverage through the National Health Fund (FONASA in Spanish).	PAHO/WHO	I: Population covered by FONASA BL: 43.8% in 2010 T: 80% coverage by 2014	(INE): Estimate of the country's total population (FONASA), chart 3.2.2 of Uruguay's Statistical Yearbook	A: The political will to continue the Reform of the Healthcare System is in place R: Change in stakeholders and, therefore, in priorities	MSP, ASSE, SNIS, JUNASA	1,300,000	Half-yearly	Meeting of the Thematic Group of Priority Area 3
Output 3.3.2 The extension of the primary level of care services at the private subsector is strengthened.	PAHO/WHO	I: % of compliance with healthcare goals in the SNIS BL: 50% T: 100% by 2015	SNIS Reports	A: The political will to continue the Reform of the Healthcare System is in place R: Change in stakeholders and, therefore, in priorities	MSP, JUNASA, private sector effectors	1,300,000	Half-yearly	Meeting of the Thematic Group of Priority Area 3

Priority Area 3: Enhance social development (with particular emphasis on the areas of early childhood development, health and education) with a view to reducing inequality and various forms of inequity (including intergenerational, gender, racial and geographic inequity).								
Outcome/Output	UNS Agency	Indicators (I), Baselines (BL) and Targets (T)	Means of Verification	Assumptions (A) and Risks (R)	National Implementing Partners ¹⁴	Total per output	Monitoring Process	Monitoring Mechanisms
Output 3.3.3 National capacity conducive to the consolidation of the Alliance for Road Safety is strengthened.	PAHO/WHO	I: Existence of an inter-institutional framework BL: Does not exist T: Inter-institutional coordination framework adopted and in force	Inter-Institutional Framework	A: The political will to realize the inter-institutional framework is in place R: Change in stakeholders and, therefore, in priorities	MEC, UNASEV, MSP, integral providers and OSC, Ministry of Interior, MTOP, ANEP, City Council Congress	1,400,000	Half-yearly	Meeting of the Thematic Group of Priority Area 3
Output 3.3.4 Institutional capacities of the Integrated National Safety System (SNIS in Spanish) are strengthened and initiatives are supported to promote best practices for the implementation of integrated sexual and reproductive health services.	PAHO/WHO, UN Women, UNFPA	I: % or number of population trained BL: 0 to 1 by January 2011 T: At least 1 Reference Coordinating Team (ECR in Spanish) in Sexual & Reproductive Health by SNIS provider trained	Reports on training actions undertaken	A: Compulsory implementation of Act 18426 as a positive scenario R: Resistance in health providers/lack of resources	MSP, JUNASA, integral providers, SCO	4,695,000	Half-yearly	Meeting of the Thematic Group of Priority Area 3
Output 3.3.5 Implementation of sexual education in the education system is strengthened.	UN Women, UNFPA	I: Number of teachers and professors trained in sexual education BL: 500 teachers trained in primary education and 200 teaching staff in secondary education T: At least 10% of teachers and/or teaching staff sensitized and trained in sexual education and its inclusion into plans and programmes	Reports on training actions undertaken	A: The commitment and political will of Government authorities remains in place R: Lack of budget	MSP, JUNASA, ANEP, CIES, CES, CTPUTU, Educational Training Council, OSC, MEC, UdelaR, CEIP	800,000	Half-yearly	Meeting of the Thematic Group of Priority Area 3
Outcome 3.4 The Government and civil society will have progressed in the design and implementation of institutional policies and mechanisms to consolidate a national response to HIV/AIDS aimed at achieving the goals of universal access to support, treatment care and prevention and eliminating all forms of stigma and discrimination.						680,000	Annual	Meeting of the Evaluation & Review Group between the UNS and Government representatives
Output 3.4.1 Technical capacities of the appropriate Ministries are strengthened in order to achieve the design and implementation of	UN Joint HIV/AIDS Team, UNAIDS, UNFPA	I: Cross-cutting programmes and projects designed and under implementation BL: Zero: Mostly actions from the health sector T: At least a programme/project designed and under	Documents and plans adopted by the various services and Ministries Interviews with	A: GF project acts as a catalyst for the cross-cutting involvement and action of other sectors (MIDES, MEC, ANEP, JND, MI, among others)	MSP CONASIDA, ASSE, MIDES, JND, OSC, MI, MDN, MEC, City Council Congress,	250,000	Half-yearly	Meeting of the Thematic Group of Priority Area 3

Priority Area 3: Enhance social development (with particular emphasis on the areas of early childhood development, health and education) with a view to reducing inequality and various forms of inequity (including intergenerational, gender, racial and geographic inequity).								
Outcome/Output	UNS Agency	Indicators (I), Baselines (BL) and Targets (T)	Means of Verification	Assumptions (A) and Risks (R)	National Implementing Partners ¹⁴	Total per output	Monitoring Process	Monitoring Mechanisms
policies and integrated actions directed at groups who are most exposed to Sexually Transmitted Infections (STIs) - Acquired Immune Deficiency Syndrome (AIDS) and people living with the Human Immunodeficiency Virus (HIV).		implementation with the participation of at least 3 sectors	members of CONASIDA	R: Resistance by stakeholders to consider the issue as an opportunity for cross-cutting action	COPRECOS			
Output 3.4.2 Programmes which incorporate and provide comprehensive health care – including STIs – to pregnant women at national level are implemented.	UN Joint HIV/AIDS Team, UNAIDS, UNFPA, UNICEF	I: Rate of children with congenital syphilis Vertical transmission rate BL: 2.6% of vertical transmission of HIV (UN General Assembly Special Session (UNGASS), 2010) 2.6% of congenital syphilis (MSP, 2009) T: 50% reduction in this rate	Epidemiological records of the MSP	A: Political, technical and resource support for programme implementation R: Insufficient resources	MSP, CONASIDA, ASSE, MIDES, JND, OSC, MI, MDN, MEC, City Council Congress, ASSE, other integral providers	270,000	Half-yearly	Meeting of the Thematic Group of Priority Area 3
Output 3.4.3 Civil Society Organizations are strengthened in their national response to HIV.	UN Joint HIV/AIDS Team, UN Women, UNAIDS, UNFPA	I: Degree of association, coordination and representation of civil society organizations BL: Weak level of association T: To improve representation in the most vulnerable groups	Documents from CONASIDA and other organizations Interviews with civil society members of CONASIDA	A: Global Fund project acts as a catalyst for the articulation and joint action of civil society groups, particularly the most vulnerable R: Lack of resources. Resistance to partnership work	MSP, CONASIDA, ASSE, MIDES, organized civil society, MEC, MDN	160,000	Half-yearly	Meeting of the Thematic Group of Priority Area 3
Outcome 3.5 The Government and civil society will have progressed in the design and implementation of institutional policies and mechanisms to reduce gender, intergenerational and racial inequities.						12,633,383	Annual	Meeting of the Evaluation & Review Group between the UNS and Government representatives
Output 3.5.1 Governments and Civil Societies capacities to develop policies relating to gender equality are strengthened.	UN Women, UNDP, UNFPA, UNICEF	I: Set of indicators connected with gender equality policies BL: Indicators not calculated systematically and with difficulty for access T: Gender equality policies rely on monitoring and evaluation indicators	Evaluation of the first Plan of Equality of Opportunities and Rights, design of the second Plan of Equality of Opportunities and Rights	A: Scarce critical mass on this issue hinders the implementation of gender equality policies R: Despite progress made, gender mechanisms are not strong enough for policy	JND, MIDES (INMUJERES), MI, MSP, Bicameral Women's Caucus; OPP INMUJERES, cross-cutting gender mechanisms,	6,314,000	Half-yearly	Meeting of the Thematic Group of Priority Area 3

Priority Area 3: Enhance social development (with particular emphasis on the areas of early childhood development, health and education) with a view to reducing inequality and various forms of inequity (including intergenerational, gender, racial and geographic inequity).								
Outcome/Output	UNS Agency	Indicators (I), Baselines (BL) and Targets (T)	Means of Verification	Assumptions (A) and Risks (R)	National Implementing Partners ¹⁴	Total per output	Monitoring Process	Monitoring Mechanisms
				implementation	departmental gender mechanisms, Political Female Network, academia, civil society			
Output 3.5.2 Governments and Civil Societies capacities to develop policies relating to racial inclusion are strengthened.	FAO, UNHCHR, UN Women, UNDP, UNESCO, UNFPA, UNICEF	I: Technical inputs that look at multiple discriminations BL: Technical inputs that include an inequality T: Start-up of the National Plan against Discrimination	Dialogue bodies, participating institutions, documents on proposals	A: Racial inequalities are being recently included on the public agenda R: Racial inclusion policies do not have enough resources to address the number and diversity of demands	JND, civil society, MEC, MIDES, City Council Congress, human rights institution	715,383	Half-yearly	Meeting of the Thematic Group of Priority Area 3
Output 3.5.3 Capacities for the development of policies directed at addressing the challenges, risks and opportunities of the different life-cycle stages are strengthened.	UN Women, UNDP, UNFPA, UNICEF	I: Concrete proposals to revert youth problems in at least 3 critical sectors BL: Basic Document: Towards a National Youth Plan T: National Youth Plan designed and implemented	Action Plan Document, draft bill on youth employment submitted	A: There is an auspicious national and regional backdrop to the implementation of youth policies R: The institutional articulation requirements for plan implementation may slow down the management process	JND	5,604,000	Half-yearly	Meeting of the Thematic Group of Priority Area 3
Outcome 3.6 The Government will have implemented social cohesion policies (in particular on housing and residential integration) with a view to reducing social exclusion and closing gaps between geographic regions and the Uruguayan diaspora.						15,213,272	Annual	Meeting of the Evaluation & Review Group between the UNS and Government representatives
Output 3.6.1 Capacities for the promotion and consolidation of social cohesion and the reduction of extreme poverty, which in turn foster citizen participation, are strengthened.	UN Women, UNDP, UNEP, UNICEF	I: Percentage of families benefiting from integrated intervention under the pilot experience in support of <i>Plan JUNTOS</i> BL: 0 T: At least 50% of families registered with <i>Plan JUNTOS</i> ((1° de Mayo & Colagel) benefit from integrated intervention	Number of people registered with the Plan, number of people registered for the activities relating to Project M	A: Express political will to eliminate impoverishment and continue to reduce poverty through <i>Plan JUNTOS</i> as policy par excellence R: Difficulties in articulation between State bodies and national/local entities	MIDES, MEC, ANEP, OPP, Plan Ceibal, Presidency (Plan Juntos), INE, Departmental Governments	9,043,272	Half-yearly	Meeting of the Thematic Group of Priority Area 3

Priority Area 3: Enhance social development (with particular emphasis on the areas of early childhood development, health and education) with a view to reducing inequality and various forms of inequity (including intergenerational, gender, racial and geographic inequity).								
Outcome/Output	UNS Agency	Indicators (I), Baselines (BL) and Targets (T)	Means of Verification	Assumptions (A) and Risks (R)	National Implementing Partners ¹⁴	Total per output	Monitoring Process	Monitoring Mechanisms
Output 3.6.2 Government capacities (at central and local level) to promote local development, the articulation of public policies and the inclusion of environmental variables, are strengthened.	UNDP, UNEP	I: Number of initiatives involving State bodies (national and local) that participate in articulation processes for local development BL: 40 initiatives T: 90 initiatives I: Number of programmes that integrate poverty and environment concepts BL: 0 T: 2 Programmes by 2013	Documentation on <i>Programa ART</i> Poverty and Environment Programmes introduced into the Accountability Process (Accountability Act)	A: Progress is still being made in the decentralization process R: Difficulties in articulation at national and local levels	MIDES, MEC, ANEP, OPP, Plan Ceibal, INE, Departmental Governments	5,935,000	Half-yearly	Meeting of the Thematic Group of Priority Area 3
Output 3.6.3 Technical capacities of the Government for the incorporation of population mobility and its geographical distribution into the planning, design and implementation of public policies are strengthened.	IOM, UNFPA	I: Public policies that include the mobility of population and its territorial distribution BL: Absence of public policies that include the mobility of population and its territorial distribution T: Sectoral Population Commission strengthened to design public policies mindful of population mobility and its territorial distribution	Work Plan, agenda and minutes of the Sectoral Population Commission. Cabinet resolutions based on proposals from the Sectoral Population Commission	A: The political will to coordinate public policies at the institutional level mindful of population issues remains in place R: Long-term proposals are diluted and the momentum that population issues has gained is then lost	MIDES, MEC, ANEP, UdelaR, MRREE, Departmental Governments	235,000	Half-yearly	Meeting of the Thematic Group of Priority Area 3
Total Priority Area 3						84,999,935		

M&E Matrix – Priority Area 4 – Democratic governance and human rights

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.								
Outcome/Output	UNS Agency	Indicators (I), Baselines (BL) and Targets (T)	Means of Verification	Assumptions (A) and Risks (R)	National Implementing Partners ¹⁵	Total per output	Monitoring Process	Monitoring Mechanisms
Outcome 4.1 The Government, with broad participation of civil society, will have progressed in the design and implementation of human rights-based policies and instruments for the promotion and comprehensive protection of human rights, with special focus on most vulnerable groups.						3,069,040	Annual	Meeting of the Evaluation & Review Group between the UNS and Government representatives
Output 4.1.1 Capacities of both the Parliament and the National Institution of Human Rights (INDDHH in Spanish) to promote human rights are strengthened.	UNHCHR, IOM, UN Women, UNDP, UNFPA, UNICEF	I: Regulations in place for the Act establishing the INDDHH BL: Act establishing the INDDHH in December 2008 T: INDDHH operational by 2012 I: Harmonization study on national legislation in conformity with the human rights instruments ratified by the country BL: There is a study from 2006 T: By 2013, a study with recommendations will have been completed	Resources allocated for establishment of INDDHH (legal standard) Parliament minutes appointing INDDHH members	A: The political will to follow up on the international commitments entered into remains in place R: Delays in the legislative implementation of the INDDHH or lack of necessary votes for it	Parliament, MEC (Dir. DDHH), MRREE (Dir. DDHH), Judiciary, Parliament Commissioner for the Penitentiary System, OSC, academia and other public administration bodies	812,500	Half-yearly	Meeting of the Thematic Group of Priority Area 4
Output 4.1.2 Capacities of the Executive Power and public institutions to incorporate and apply a human rights based approach into public policies are strengthened.	UNHCHR, IOM, ILO, UNIDO, UN Women, UNAIDS, UNDP, UNESCO, UNFPA, UNICEF	I: There is a National Plan to fight trafficking in persons BL: Preliminary Report of the Special Rapporteur on Trafficking in Persons T: There is a Plan up to 2013 I: There is a National Plan on Human Rights BL: Does not exist T: Plan adopted up to 2014	National Plans Systematization Report on the dialogue process	A: The political will to include the human rights-based approach into public policies is in place R: Institutions in the Executive do not have trained human resources to include the human rights-based approach	Parliament, Judiciary, MI, MEC, MIDES, MSP, MGAP, MTSS, National Migration Board (MRREE, MI, MTSS), National Education Commission on Human Rights, ANEP, BPS, INAU, OSC, academia, OSC and other public administration bodies	1,109,540	Half-yearly	Meeting of the Thematic Group of Priority Area 4

¹⁵ The list of national partners is not a closed one and other stakeholders can be added in conformity with the project or programme to be undertaken, if deemed relevant by the Government and the UNS.

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.

Outcome/Output	UNS Agency	Indicators (I), Baselines (BL) and Targets (T)	Means of Verification	Assumptions (A) and Risks (R)	National Implementing Partners ¹⁵	Total per output	Monitoring Process	Monitoring Mechanisms
Output 4.1.3 Mechanisms for the promotion and monitoring of human rights instruments are strengthened.	UNHCHR, IOM, ILO, UNDP, UN Women, UNFPA, UNICEF	I: Number of country reports submitted on a timely basis during the five-year period of 2011-2015 BL: Does not apply T: 100% of country reports pertaining to the five-year period submitted on a timely basis	Reports sent, minutes from Human Rights Committees	A: The political will to comply with the obligations of the international human rights system remains in place R: Delay in information systematization and report drafting	OSC, MRREE, Consultative Council on the Rights of Children and Adolescents, MTSS, business entities, PIT-CNT, Ministry of Interior, National Board on Drugs, MIDES, INAU, MEC	1,140,000	Half-yearly	Meeting of the Thematic Group of Priority Area 4
Outcome 4.2 The Government, with the broadest participation of civil society, will have progressed in the design and implementation of policies and mechanisms for the prevention and detection of family violence and support for the victims of such violence, especially women, adolescents and children.						1,930,000	Annual	Meeting of the Evaluation & Review Group between the UNS and Government representatives
Output 4.2.1 The National Advisory Committee against domestic violence, its institutions and civil society's networks are strengthened in the promotion, implementation and monitoring of specific public policies.	IOM, UN Women, UNFPA, UNODC	I: Plan in force BL: First National Plan to Fight Domestic and Sexual Violence (2004-2010) T: Second National Plan in operation by 2012	Plan Document	A: The political will remains in place R: The heterogeneous nature of the stakeholders on the Consultative Council could delay the approval process	Institutions that are members of the National Consultative Council to Fight Domestic Violence and civil society networks	840,000	Half-yearly	Meeting of the Thematic Group of Priority Area 4
Output 4.2.2 Policies for the prevention, attention, healing and eradication of violence towards women, young girls and adolescents are strengthened.	IOM, UN Women, UNDP, UNFPA, UNICEF	I: Existence of an Integrated Information System on domestic violence BL: Information is produced in a fragmented and incompatible manner T: The Integrated Information System on domestic violence will be in place by 2013 (composed of SIPIAV/INMUJERES/Ministry of Interior/ANEP/MSP) I: There is a training module in detention and intervention in cases of child abuse for future teaching staff in primary education	Performance Report (SIPIAV and Consultative Council to Fight Domestic Violence) Operation layout of the system, defined by its members Plan Document	A: The political will to continue designing policies on domestic violence prevention, penalization and elimination remains in place R: The institutions involved do not have enough resources to design policies on domestic violence prevention, penalization and elimination	Parliament, Judiciary, MEC, MI, MIDES, JND, MEC, MSP, ANEP, INAU, SIPIAV, Departmental Governments, OSC, academia	870,000	Half-yearly	Meeting of the Thematic Group of Priority Area 4

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.

Outcome/Output	UNS Agency	Indicators (I), Baselines (BL) and Targets (T)	Means of Verification	Assumptions (A) and Risks (R)	National Implementing Partners ¹⁵	Total per output	Monitoring Process	Monitoring Mechanisms
		BL: 0 T: The teaching syllabus includes a specific module on detention and intervention in cases of child abuse I: Plan in force BL: First National Plan against Sexual, Commercial and Non-Commercial Exploitation of Boys, Girls and Adolescents (2007-2010) T: Second National Plan in operation by 2012						
Output 4.2.3 UN Secretary-General's Campaign UNITE to End Violence against Women developed.	IOM, UN Women, UNICEF, UNFPA	I: Mass media coverage BL: The campaign has been covered on Montevideo open channels T: To expand the coverage to the country's hinterland channels I: Number of youth groups joining the UNite Campaign BL: Does not apply T: At least a youth group joins the campaign in every department and undertakes campaign-related activities by 2012	Evaluation of campaign impact	A: UNS Agencies in Uruguay remain committed to the campaign R: Lack of resources	Parliament, Judiciary, MEC, MI, MIDES, JND, MEC, MSP, ANEP, INAU, SIPIAV, Departmental Governments, civil society organizations, academia	220,000	Half-yearly	Meeting of the Thematic Group of Priority Area 4
Outcome 4.3 Government institutions, with the broadest participation of civil society, will have improved the quality, the access, the transparency of information and accountability for the design, implementation and oversight of public management.						9,817,250	Annual	Meeting of the Evaluation & Review Group between the UNS and Government representatives
Output 4.3.1 National Statistic System capacities for generating timely and valuable information are strengthened.	IOM, UN Women UNDP, UNFPA, UNICEF	I: There is census-related information that is updated and accessible BL: Last census in 1996 T: Census 2011 completed and results made available I: Number of departmental City Councils with geo-referenced and updated socio-demographic information systems, containing the results of the new population census	www.ine.GOV.uy City Council Congress	A: The Census is effectively conducted in 2011 R: Delays in processing and releasing collected information and quality problems in information R2: Shortage of budgetary resources for specific information areas	INE, Sectoral Population Commission, AGEV, AGESIC, National Congress on City Councils and other information-producing bodies belonging to the SEN	1,730,000	Half-yearly	Meeting of the Thematic Group of Priority Area 4

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.

Outcome/Output	UNS Agency	Indicators (I), Baselines (BL) and Targets (T)	Means of Verification	Assumptions (A) and Risks (R)	National Implementing Partners ¹⁵	Total per output	Monitoring Process	Monitoring Mechanisms
		BL: Montevideo already has geo-referenced socio-demographic information systems T: By 2015, at least 25% of all departments will have staff trained in the use of geo-referenced socio-economic information in support of local policies						
Output 4.3.2 Capacities for the planning, analysis and evaluation of public policies, as well as management and information systems that facilitate decision making are developed.	UNDP, UNFPA	I: Public Investment Project Management and Information System (Project Bank) BL: There are banks with sector-specific projects T: General information system designed and operational by 2012 I: Existence of institutional mechanisms to address the inclusion of population dynamics into the formulation of public policies BL: Sectoral Population Commission (CSP) appointed in September 2010 T: CSP operational and supporting State bodies in including population dynamics into the design of public policies	Commission Documents, Presidential Decrees and national legislation Software	A: Express political will to improve information inputs for decision-making in strategic areas R: Public sector bodies may not provide the necessary information on a timely basis	Sectoral Population Commission, MI, MIDES, BPS, AGEV, OPP (AGEV, SNIP), Presidency, ONSC, National Congress on City Councils, MSP, ASSE, DNIC, DNRC	8,087,250	Half-yearly	Meeting of the Thematic Group of Priority Area 4
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.						23,317,326	Annual	Meeting of the Evaluation & Review Group between the UNS and Government representatives
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.	UN Women, UNDP	I: Number of departments with window service to access public administration information and engage in paper processing at State level BL: 9 departments have window service T: Nationwide coverage by 2015 I: Number of State buildings/facilities employing the e-file service as an e-	Project Documentation AGESIC Reports	A: Budget Act allocates resources for the establishment of new citizen service centers R: Schedule delays due to difficulties between national and local stakeholders	OPP (PAC), Presidency, MEC, MIDES, MIEM, MSP, MTSS, MVOTMA, MGAP, AGESIC, CNI, BPS, Antel, Departmental Governments and other public	13,431,266	Half-yearly	Meeting of the Thematic Group of Priority Area 4

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.

Outcome/Output	UNS Agency	Indicators (I), Baselines (BL) and Targets (T)	Means of Verification	Assumptions (A) and Risks (R)	National Implementing Partners ¹⁵	Total per output	Monitoring Process	Monitoring Mechanisms
		Government platform BL: In 2009, MIEM and MSP put in place a pilot electronic file (EE) service T: By 2011, four public bodies put in place the EE service			administration bodies			
Output 4.4.2 Local government's capacities are strengthened to favor inter-institutional articulation in the design and implementation of local policies and the promotion of citizen participation.	UN Women, UNDP	I: Number of citizen participation mechanisms designed and implemented in city halls BL: Does not apply T: By 2015, there should be a citizen participation mechanism in place in the 19 departments	Minutes from City Halls	A: Act No. 18.567 fosters and legitimizes citizen participation at the third tier of Government R: There is confusion in the specification of competencies with departmental bodies	OPP (PAC, Sectoral Decentralization Commission), Presidency, City Council Congress, Departmental Governments and other public administration bodies	8,223,810	Half-yearly	Meeting of the Thematic Group of Priority Area 4
Output 4.4.3 Legislative Power's capacities are strengthened with the objective of improving the quality of the legislative process.	UNDP	I: Existence of a quality protocol for the legislative process BL: Does not exist at the moment T: By 2014, a protocol to improve the quality of the legislative process will have been designed and submitted for consideration by both Houses	Protocol	A: The political will at the Legislature level remains in place to improve the quality of the legislative process R: The necessary bicameral agreements may not be reached	Parliament	1,662,250	Half-yearly	Meeting of the Thematic Group of Priority Area 4
Outcome 4.5 The Government will have progressed in the design and implementation of policies for peaceful coexistence and public security and democratic control of defense matters.						1,766,796	Annual	Meeting of the Evaluation & Review Group between the UNS and Government representatives
Output 4.5.1 Processes and mechanisms for the Reform of the System of Execution of Criminal Sanctions implemented.	ILO, UN Women, UNDP, UNODC & UNOPS	I: Labor regulations for penitentiaries (institutions, private companies, self-undertakings) BL: Does not apply T: Set of regulations adopted by 2012 I: Existence of a Strategic Education Plan for Penitentiaries BL: Does not apply T: There is a Plan by 2012	Documents, institutions participating in the debates, agreements reached, reports and documents from the Rapporteur, legislation adopted	A: There is political will and inter-party agreements to carry the Reform forward R: Difficulties in the articulation process of this issue may slow down the process	Judiciary, National Rehabilitation Institute, MI, MIDES, MEC, MSP, MSP, MTSS, ASSE, ANEP, CODICEN, UTU, MMPOL, Parliamentary Commissioner for the Penitentiary	716,796	Half-yearly	Meeting of the Thematic Group of Priority Area 4

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.

Outcome/Output	UNS Agency	Indicators (I), Baselines (BL) and Targets (T)	Means of Verification	Assumptions (A) and Risks (R)	National Implementing Partners ¹⁵	Total per output	Monitoring Process	Monitoring Mechanisms
Output 4.5.2 Juvenile criminal justice system strengthened in the following areas: legal defense, imprisonment conditions in accordance with international standards, police procedures respectful of minors' human rights.	UNDP, UNICEF	I: Existence of a control mechanism of imprisonment conditions for adolescents, represented by the 3 powers of the State and by civil society BL: Observers' Committee in the context of the Honorary Consultative Council T: By 2013, the new mechanism is formalized and established I: Existence of a quantitative information system on adolescents in conflict with the law BL: Agreement among Supreme Court of Justice, Ministry of Interior, INAU and UNICEF T: The system will be working by 2012	Annual Report of the National Advocates' Association	A: There is political will to reform the juvenile penal system according to the standards of the Convention on the Rights of the Child R: There is a step backward in the national legislation due to the plebiscite on the reduction in the age of criminal imputation from 18 to 16 years of age	System Judiciary, MEC, MI, MIDES, MSP, INAU, INJU, ASSE, ANEP, UTU, CODICEN, JND, civil society organizations	600,000	Half-yearly	Meeting of the Thematic Group of Priority Area 4
Output 4.5.3 Capacities of the Ministry of Defense are strengthened for the implementation of the Framework Law on National Defense.	UNDP	I: Existence of a civil servant training programme in defense (idem) BL: There are no civil servant training programmes in defense management T: By 2013, a training programme in defense management will have been designed and a pilot experience for MDN civilian staff implemented	Project Documentation including training and advisory components	A: There is political will by the Executive to move forward with the implementation of the Framework Act R: Lack of specialized human resources may delay implementation	Executive and Legislature, academia	450,000	Half-yearly	Meeting of the Thematic Group of Priority Area 4
Outcome 4.6 The Government will have progressed in the implementation of policies directed towards improving the participation, representation and the political impact of women and young people.						1,125,000	Annual	Meeting of the Evaluation & Review Group between the UNS and Government representatives
Output 4.6.1 Mechanisms that seek to increase the participation and political impact of women at national and local levels are generated and/or strengthened.	UN Women, UNDP,	I: Number of female politicians trained in political leadership BL: 40 women trained from all parties by department T: Number of female politicians trained by department increases twofold	Number of women participating in training courses, electoral campaign monitoring document	A: The Quota Law for implementation in 2014/2015 appears as a favorable backdrop to undertake actions conducive to increasing the number and quality of female political representation	Parliament (Commissions, Bicameral Women's Caucus), MIDES (INMUJERES, INJU), Municipal City Councils (Women's	770,000	Half-yearly	Meeting of the Thematic Group of Priority Area 4

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.								
Outcome/Output	UNS Agency	Indicators (I), Baselines (BL) and Targets (T)	Means of Verification	Assumptions (A) and Risks (R)	National Implementing Partners ¹⁵	Total per output	Monitoring Process	Monitoring Mechanisms
				R: Female politicians may not gain access to mass media and may encounter fund-raising difficulties for the electoral campaign	Secretariats), Inter-Municipal Gender Commission, Political Female Network, political parties			
Output 4.6.2 Mechanisms that seek to increase the participation and political impact of young politics are strengthened at both national and local levels.	UN Women, UNDP	I: Number of institutional bodies for youth participation at departmental level BL: 4 Departmental Youth Chapters/INJU T: By 2013, all departments will have Departmental Youth Chapters, with equitable representation of males and females I: Number of youth citizenship centers in place BL: 0 T: By 2012, there will be 15 youth citizen centers already in place	Number of youths participating in tutorship processes, number of youths participating in training courses, number of youths represented in decision-making bodies of political parties	A: Political parties have shown signs of re-invigorating young people in each of the parties R: Low interest of young people in participating	MIDES (INJU), Municipal City Councils, (Youth Secretariats) and other departmental youth platforms	355,000	Half-yearly	Meeting of the Thematic Group of Priority Area 4
Total Priority Area 4						41,018,412		

M&E Matrix – Initiatives outside the matrix

Initiatives outside the Results Matrix by UNICEF, IOM, UN WOMEN and UNOPS								
Outcome/Output	UNS Agency	Indicators (I), Baselines (BL) and Targets (T)	Means of Verification	Assumptions (A) and Risks (R)	National Implementing Partners ¹⁶	Total per output	Monitoring Process	Monitoring Mechanisms
Outcome 1 The private sector and civil society will have strengthened its commitment to the rights of boys, girls and adolescents						2,500,000		
Output	UNICEF	I: % of Corporate Social Responsibility (CSR) Programmes benefiting boys, girls and adolescents BL: to be determined (2011 research) T: 30% increase by 2015	UNICEF Internal Reports	A: Socio-economic conditions remain stable R: An economic crisis hinders the companies' willingness to engage in social responsibility actions	Private sector	550,000	Annual	UNICEF internal monitoring tools
Output 1.2 Local fund-raising increases in favor of the rights of children	UNICEF	I: Number of donors loyal to UNICEF BL: 9.000 T: 20.000	UNICEF Internal Reports	A: Socio-economic conditions remain stable R: An economic crisis hinders people's willingness to donate	Does not apply	650,000		
Output 1.3 A more positive role is played by the mass media in favor of boys, girls and adolescents in Uruguay	UNICEF	I: Journalists trained in information management with a rights-based approach BL: 0 T: 5 journalists from the country's 20 leading mass media	UNICEF Internal Reports	A: The vision portrayed by the mass media jeopardizes the rights of boys, girls and adolescents R: The mass media may not be willing to modify its treatment of childhood and adolescence	Journalists and mass media in general	1,300,000		
Outcome 2 The educational sector and university human capital strengthened						2,500,000		
Output 2.1 UdelaR teaching staff and researchers are trained overseas	IOM	I: Number of trips by UdelaR teaching staff and researchers BL: 246 people in 2010 T: 960 by 2015	Internal records		UdelaR	2,500,000		
Outcome 3 The UN Reform process in Uruguay's Pilot Programme is evaluated from the gender-based approach						520,000		
Output 3.1 Experience of the UN Women Programme in Uruguay as part of the Delivering as One	UN Women	I: Final Evaluation Document BL: 0 T: 100% of stakeholders involved are informed of the results of the	TOR, Final Evaluation Document	A: The start-up of UN Women is an auspicious context to generate inputs to address the challenges	UNS, Government and civil society counterparts	275,000	Annual	UN Women internal monitoring tools

¹⁶ The list of national partners is not a closed one and other stakeholders can be added in conformity with the project or programme to be undertaken, if deemed relevant by the Government and the UNS.

Initiatives outside the Results Matrix by UNICEF, IOM, UN WOMEN and UNOPS								
Outcome/Output	UNS Agency	Indicators (I), Baselines (BL) and Targets (T)	Means of Verification	Assumptions (A) and Risks (R)	National Implementing Partners ¹⁶	Total per output	Monitoring Process	Monitoring Mechanisms
process evaluated		evaluation		of the new institution R: Transition towards the new entity may slow down the process				
Output 3.2 Communication strategy and publishing line designed	UN Women	I: Editorial series BL: 0 T: 100% of publications available on the Web UN Women is viewed as a primary stakeholder in Uruguay because of its work, both by counterparts and by ordinary citizens	Publications, audiovisual communication instruments, Web-based instruments Opinion poll about a sample	A: UN Women prioritizes its institutional image and communication		190,000		
Output 3.3 Gender mainstreaming strategy designed and implemented	UN Women	I: Number of people sensitized BL: 0 T: UNS Agencies utilize the strategy	Gender targets included into joint programmes. Sector-specific gender targets included into the UNDAP follow-up instruments	The inter-agency gender group is supported at the UNS highest levels		55,000		
4.1 National Telecommunications Administration (ANTEL) strengthened	UNOPS	I: Invoice system for mobile services BL: Prior system T: System operational by 2011			ANTEL	1,594,000		
Total						7,114,000		

XIII. Glossary/List of Acronyms

Glossary

Administrative Agent: Financial managing body of the Uruguay One UN Coherence Fund. It engages in disbursements to the UN agencies participating in the joint projects and programmes financed through the fund. The Administrative Agent collects financial and narrative reports and submits the relevant reports to the Multi-Donor Trust Fund (MDTF) and to the donors. The UNDP is the Administrative Agent of Uruguay One UN Coherence Fund.

Common Country Assessment (CCA): UNS analysis on the country's situation in areas considered relevant to its development. Such diagnosis is conducted by taking inputs from different systems of indicators, studies and analyses designed both by the country and by the UNS itself. The CCA is the platform to define, jointly with the Government and based on the UNS value added, the strategic priorities shaping up the UNDAF and the UNDAP for the next five years.

Country Programme Action Plan (CPAP): Detailed operational plan for each UN agency implementing a CPD (currently, UNDP, UNFPA and UNICEF). Such plan summarizes the results or outcomes to be obtained by identifying the necessary resources for implementation on an annual basis. In Uruguay, the UNDAP supersedes such programme documents.

Country Programme Document (CPD): Programme document currently prepared by UNDP, UNFPA and UNICEF, respectively, with the Government and other counterparts in Uruguay. Its content is specific to each UN agency and documents the thematic areas in which every one of them would provide cooperation to the country. Such document is prepared based on the UNDAF.

Delivering as One (DaO): Reform strategy of cooperation for development, which organizes UNS work based on improving relevance, effectiveness, efficiency and sustainability of the actions it undertakes in Uruguay. Such experience started in Uruguay in 2007 – one of eight pilot countries that would implement five pillars of the reform: One Programme, One Budgetary Framework, One Leadership, One Office and One Voice.

Funding Gap (FG): Understood as the difference between the estimate for achieving the outputs by Priority Area and the resources available to each of the Agencies, Programmes and Funds on the date the UNDAP was prepared. All the resources mobilized by the Resident or Non-Resident Agencies, Programmes and Funds either individually or collectively (for example, through the Uruguay One UN Coherence Fund) will contribute to bridging the funding gap.

Government Resources (GOV): Resources agreed upon by the Government, channeled through the United Nations for implementing activities and achieving the objectives described in the UNDAF and the UNDAP. Such resources include refundable funds (loans) from international financial institutions, Government budget, etc.

National Implementing Partners: State Bodies (Executive, Legislature, Judiciary, Departmental Governments, Autonomous Entities and Decentralized Services), NGOs, INGOs and/or UNS Agencies implementing UNDAP activities.

Other Resources: Extra-budgetary or non-core resources available to the UN Agencies in the country through third-party sources, such as bilateral cooperation channeled through the United Nations, decentralized cooperation, UN funds, private sector or others.

Regular Resources (RR): Core resources of each UN agency earmarked for the programme areas established.

UNite Campaign: Secretary-General's Campaign to End Violence against Women.

United Nations Development Assistance Framework (UNDAF): Strategic programming tool of the UNCT. It describes the collective response of the UNCT to the national development priorities.

United Nations Development Assistance Framework Action Plan (UNDAP): The UNDAP complements the UNDAF and constitutes a common operational plan for UNDAF implementation. For UNDP, UNFPA and UNICEF, the UNDAP supersedes the CPAPs.

United Nations System (UNS): Grouping of United Nations Agencies, Commissions, Funds and Programmes in Uruguay.

Uruguay One UN Coherence Fund: Fund chaired by the President of the Board of Directors of AUCI or

whoever s/he appoints, from the Government of Uruguay, and by the Resident Coordinator on behalf of the United Nations at the country level,

List of Acronyms

A.PR.EN.D.E.R.	<i>Atención Prioritaria en Entornos con Dificultades Estructurales Relativas</i> (Priority Attention in _Surroundings with Relative Structural Difficulties)
AGESIC	<i>Agencia para el Desarrollo del Gobierno de Gestión Electrónica y la Sociedad de la Información y del Conocimiento</i> (Agency for the Development of e-Government and the Information Society)
AGEV	<i>Área de Gestión y Evaluación del Estado de la OPP</i> (Management and Evaluation Area of the Status of the Office of Planning and Budget)
AIDS	Acquired Immunodeficiency Syndrome
ANEP	<i>Administración Nacional de Educación Pública</i> (National Public Education Administration)
ANII	<i>Agencia Nacional de Investigación e Innovación</i> (National Agency for Research and Innovation)
ANTEL	<i>Administración Nacional de Telecomunicaciones</i> (National Telecommunications Administration)
ART	<i>Articulación de Redes Temáticas y Territoriales</i> (Articulation of Thematic and Territorial Networks)
ASSE	<i>Administración de los Servicios de Salud del Estado</i> (Administration for State Health Services)
ATD	<i>Asambleas Técnico Docentes</i> (Assemblies for Technical Teaching Staff)
AUCI	<i>Agencia Uruguaya de Cooperación Internacional</i> (Uruguayan Agency for International Cooperation)
AWP	Annual Work Plan
BCA	Basic Cooperation Agreement
BPS	<i>Banco de Previsión Social</i> (State Pension Fund)
BROU	<i>Banco de la República</i> (Bank of the Republic)
CAIF	<i>Centro de Atención Integral a la Infancia y la Familia</i> (Comprehensive Care Center for Children and Families)
CCA	Common Country Assessment
CEIP	<i>Consejo de Educación Primaria</i> (Primary Education Council)
CETP	<i>Consejo de Educación Técnico Profesional</i> (Technical Professional Education Council)
CFE	<i>Consejo de Formación en Educación</i> (Education Training Council)
CIACEX	<i>Comisión Interministerial para Asuntos de Comercio Exterior</i> (Inter-Ministerial Commission for Trade-Related Issues)
CIES	<i>Centro Internacional de Estudios Sociales</i> (International Center for Social Studies)
CINTERFOR	<i>Centro Interamericano de Investigación y Documentación sobre Formación Profesional</i> (Inter-American Center for Knowledge Development in Vocational Training)
CITS	<i>Centro para la Inclusión Técnica y Social</i> (Center for Technological and Social Inclusion)
CODICEN	<i>Consejo Directivo Central de ANEP</i> (Central Steering Council of ANEP)
CONASIDA	<i>Consejo Nacional para Prevención y Control del SIDA</i> (National Council for AIDS Prevention and Control)

COPRECOS	<i>Comisión de Prevención y Control del VIH/SIDA</i> (Commission on HIV/AIDS Prevention and Control)
CPAP	Country Programme Action Plan
CPD	Country Programme Document
CSP	<i>Comisión Sectorial de la Población</i> (Sectoral Population Commission)
CTPUTU	<i>Colegio de Traductores Públicos de Uruguay</i> (Uruguay's College of Public Translators)
DaO	Delivering as One
DDHH	Human Rights
DINAE	<i>Dirección Nacional de Empleo</i> (National Employment Division)
DINAMA	<i>Dirección Nacional del Medio Ambiente</i> (National Environment Division)
DINAPYME	<i>Dirección Nacional de Pequeñas y Medianas Empresas</i> (National Division for Small and Medium-Sized Enterprises)
DINASA	<i>Dirección Nacional de Aguas y Saneamiento</i> (National Water and Sanitation Division)
DINOT	<i>Dirección Nacional de Ordenamiento Territorial</i> (National Management Division)
DNI	<i>Dirección Nacional de Industrias</i> (National Industry Division)
DNIC	<i>Dirección Nacional de Identificación Civil</i> (National Civil Identification Division)
DNM	<i>Dirección Nacional de Meteorología</i> (National Meteorological Division)
DNRC	<i>Dirección Nacional de Registro Civil</i> (National Registry Division)
ECLAC	Economic Commission for Latin America and the Caribbean
FACE	<i>Autorización de Fondos y Certificado de Gastos</i> (Funding Authorization and Certificate of Expenditures)
FAO	Food and Agriculture Organization of the United Nations
FG	Funding Gap
FONASA	<i>Fondo Nacional de Salud</i> (National Health Fund)
GMI	<i>Gabinete Ministerial de Innovación</i> (Ministerial Innovation Cabinet)
GMS	General Management Support
HIV	Human Immunodeficiency Virus
ICSC	International Civil Service Commission
ICT	Information and Communication Technology
IFS	<i>Institución Fiscalizadora Superior</i> (Higher Oversight Institution)
IGO	International Governmental Organization
ILO	International Labor Organization
INAU	<i>Instituto del Niño y Adolescente del Uruguay</i> (Uruguay's Institute for Children and Adolescents)
INDA	<i>Instituto Nacional de Alimentación</i> (National Food Institute)
INDDHH	<i>Instituto Nacional de Derechos Humanos</i> (National Human Rights Institute)
INE	<i>Instituto Nacional de Estadística</i> (National Statistics Institute)
INEFOP	<i>Instituto Nacional de Empleo y Formación Profesional</i> (National Employment and Professional Training Institute)
INFAMILIA	<i>Programa de la Infancia, Adolescencia y Familia</i> (Programme for Children, Adolescents and Families)
INGO	International Non-Governmental Organization

INIA	<i>Instituto Nacional de Investigación Agropecuaria</i> (National Institute for Agricultural and Livestock Research)
IOM	International Organization for Migration
ITC	International Trade Center
JND	<i>Junta Nacional de Drogas</i> (National Drugs Board)
JUNASA	<i>Junta Nacional de Salud</i> (National Health Board)
LATU	<i>Laboratorio Tecnológico del Uruguay</i> (Technological Laboratory of Uruguay)
MDG	Millennium Development Goal
MDG-F	MDG Achievement Fund
MDN	<i>Ministerio de Defensa Nacional</i> (Ministry of National Defense)
MDTF	Multi-Donor Trust Fund
MEC	<i>Ministerio de Educación y Cultura</i> (Ministry of Education and Culture)
MEF	<i>Ministerio de Economía y Finanzas</i> (Ministry of Economy and Finance)
MGAP	<i>Ministerio de Ganadería, Agricultura y Pesca</i> (Ministry of Livestock, Agriculture and Fisheries)
MI	<i>Ministerio del Interior</i> (Ministry of Interior)
MIDES	<i>Ministerio de Desarrollo Social</i> (Ministry of Social Development)
MIEM	<i>Ministerio de Industria, Energía y Minería</i> (Ministry of Industry, Energy and Mining)
MINTUR	<i>Ministerio de Turismo y Deporte</i> (Ministry of Tourism and Sports)
MRREE	<i>Ministerio de Relaciones Exteriores</i> (Ministry of Foreign Affairs)
MSP	<i>Ministerio de Salud Pública</i> (Ministry of Public Health)
MTOP	<i>Ministerio de Transporte y Obras Públicas</i> (Ministry of Transport and Public Works)
MTSS	<i>Ministerio de Trabajo y Seguridad Social</i> (Ministry of Labor and Social Security)
MVOTMA	<i>Ministerio de Vivienda, Ordenamiento Territorial y Medio Ambiente</i> (Ministry of Housing, Land Management and Environment)
NCCRP	National Climate Change Response Plan
NES	National Emergency Service
NGO	Non-Governmental Organization
NPDW	National Plan for Decent Work
OHCHR	Office of the United Nations High Commissioner for Human Rights
ONSC	<i>Oficina Nacional del Servicio Civil</i> (National Civil Service Office)
OPP	<i>Oficina de Planeamiento y Presupuesto</i> (Office of Planning and Budget)
OR	Other Resources
OSC	Civil Society Organization
PAHO/WHO	Pan-American Health Organization/World Health Organization
PEDECIBA	<i>Programa de Desarrollo de las Ciencias Básicas</i> (Development Programme for Basic Science)
PENCTI	<i>Plan Estratégico en Ciencia, Tecnología e Innovación</i> (Strategic Plan on Science, Technology and Innovation)
PIT-CNT	<i>Plenario Intersindical de Trabajadores - Convención Nacional de Trabajadores</i> (Inter-Union Workers' Plenary – National Convention of Workers)
POP	Persistent Organic Pollutant
RENARE	<i>Recursos Naturales Renovables</i> (Renewable Natural Resources)

RR	Regular Resources
S&T	Science and Technology
SCJ	<i>Suprema Corte de Justicia</i> (Supreme Court of Justice)
SGP	Small Grants Programme
SIPIAV	<i>Sistema Integral de Protección a la Infancia y Adolescencia Contra la Violencia</i> (Integrated System for the Protection of Children and Adolescents from Violence)
SNEP	<i>Sistema Nacional de Educación Pública</i> (National Public Education System)
SNIS	<i>Sistema Nacional Integrado de Salud</i> (National Integrated Health System)
SNRCC	<i>Sistema Nacional de Respuesta al Cambio Climático</i> (National Climate Change Response System)
STD	Sexually Transmitted Disease
UdelaR	<i>Universidad de la República</i> (University of the Republic)
UN Women	United Nations Entity for Gender Equality and the Empowerment of Women
UNAIDS	United Nations Joint Programme on HIV/AIDS
UNASEV	<i>Unidad Nacional de Seguridad Vial</i> (National Road Safety Unit)
UNCT	United Nations Country Team
UNCTAD	United Nations Conference on Trade and Development
UNDAF	United Nations Development Assistance Framework
UNDAP	United Nations Development Assistance Framework Action Plan
UNDG	United Nations Development Group
UNDP	United Nations Development Programme
UNEP	United National Environment Programme
UNESCO	United Nations Educational, Scientific and Cultural Organization
UNETE	United Nations Emergency Team
UNFPA	United Nations Population Fund
UNGASS	United Nations General Assembly Special Session
UNHCHR	United Nations High Commissioner for Human Rights
UNICEF	United Nations Children's Fund
UNIDO	United Nations Industrial Development Organization
UNODC	United Nations Office on Drugs and Crime
UNOPS	United Nations Office for Project Services
UNS	United Nations System
UNV	United Nations Volunteers
UTU	<i>Universidad del Trabajo de Uruguay</i> (Uruguay's Labor University)

XIV. Annexes

XIV.A) Terms of Reference (ToRs) for the Steering Committee and the Consultative Committee



**Terms of Reference (ToRs) of the Coherence Fund of the
United Nations Development Assistance Framework 2011-2015
and its Action Plan (UNDAP)
Government of the Oriental Republic of Uruguay
United Nations System in Uruguay**

I.- For any background information, see UNDAF 2011-2015 and its Action Plan (UNDAP).

Without prejudice to the powers vested in the Steering Committee of the UNDAF 2011-2015 and its Action Plan with respect to the overall monitoring of the aforementioned programme documents, the provisions detailed hereunder refer to the extended Coherence Fund of the previous period (One Programme 2007-2010) with a view to bridging the funding gap contained in them, as well as to the joint projects and/or programmes to be designed within such framework.

II.- Terms of Reference (ToRs) of the Coherence Fund Steering Committee of the UNDAF 2011-2015 (CFSC).

Members: The CFSC will be composed of the Director of the Office of Planning and Budget (OPP), the Minister of Foreign Affairs, the United Nations Resident Coordinator and the Representatives or Directors of the UN Agencies that are signatories to the UNDAF 2011-2015.

Other observing members of the CFSC include the Government representatives of the countries donating to the Coherence Fund.

On the initiative of the Director of the OPP, high-ranking authorities from public bodies may also be invited.

Chair: The CFSC will be co-chaired by the Director of the OPP and by the United Nations Resident Coordinator. Prior to each session, the Director of the OPP and the UN Resident Coordinator will decide on who will act as Chairperson of the CFSC.

Any administrative and management matters requiring prompt resolution may be submitted by the Joint Project Management Committees if not objected to by the Co-Chairs, who, in the event of acceptance, will inform the rest of the CFSC members.

Jurisdiction, Key Assignments and Responsibilities:

- CFSC jurisdiction is contained in the UNDAF 2011-2015 and its Action Plan (UNDAP).
- It will ensure compliance with the eligibility criteria of joint projects and programmes as provided for in these Terms of Reference.
- It will foster any necessary measures conducive to common execution frameworks and procedures by the Agencies among themselves and with the national partners.
- It will review and adopt the Terms of Reference and the Rules of Procedures (based on the ToRs of generic Steering Committees), updating and/or modifying them as deemed relevant when the amendments are appropriate and conclusive.
- For unearmarked funds: (1) it will review and adopt the allocation criteria of available resources through the Multi-Donor Trust Fund (MDTF); (2) it will allocate available resources to joint projects and programmes, ensuring that the allocations keep in line with the priority areas of the UNDAF 2011-2015 connected with the national priorities.
- It will review and adopt financing proposals; it will ensure conformity with the requirements of the MDTF agreements (memorandums of understanding – MoUs and Lines of Action – LoAs). It will ensure the quality of the proposals up for MDTF funding.
- It will define the ToRs and the composition of the Management Committees for joint projects and programmes.
- It will ensure the appropriate consultation processes with the key parties concerned at the country level through the Consultative Committee, with a view to avoiding duplication or overlapping of MDTF resources and other financing mechanisms.
- It will review and adopt the periodic (programme and financial) progress reports consolidated by the Administrative Agent, based on the progress reports submitted by the Participating Agencies. Annual consolidated reports must include a section on the activities of the Steering Committee.
- It will review the conclusions of the summarized audit reports consolidated by the internal auditing service of the Administrative Agent. It will point out the lessons learned and, on a periodic basis, will monitor how the Participating Agencies are addressing the actions that were recommended, particularly if having any mainstreaming impact on the MDTF.
- It will agree (in consultation with the Headquarters Trust Management Oversight Group) on the scope and regularity of the independent commissions under the Steering Committee that will prepare the MDTF “lessons learned and reviews.”
- It will review the draft/final report on lessons learned, while ensuring implementation of the recommendations and identifying the critical issues to be considered by the Headquarters Trust Management Oversight Group (to be submitted by the Office of the Under Secretary-General, when required). However, every institution may produce as many specific reports as deemed relevant.

Sessions: The CFSC will meet at least twice a year in ordinary sessions.

The Director of the OPP and the UN Resident Coordinator will hold frequent meetings to follow up on the UNDAF/UNDAP 2011-2015.

Joint projects and programmes will be prepared by a drafting committee and submitted to the CFSC by the Director of the OPP and the UN Resident Coordinator, respectively.

Adoption of resolutions: CFSC resolutions will be adopted by consensus. The Resident Coordinator is responsible for the final decision on the allocation of funds from the Coherence Fund, in conformity with the priorities jointly established with the Director of the OPP. CFSC decisions must be duly documented.

Specific role of the Resident Coordinator as CFSC Co-Chair:

- Ensuring that CFSC decisions keep in line with the requirements in place and the frameworks of the Participating Agencies, as well as with the UNDAP and donor agreements.
- Ensuring that CFSC decisions are duly documented and communicated to CFSC members without delay, including the Participating Agencies, the UNDAP and the donors, as deemed appropriate.

- Maintaining the implementation of any decisions by the Steering Committee.
- Reporting to the Trust Management Oversight Group of the MDTF about risk development and pointing out issues that could jeopardize the implementation of CFSC decisions or otherwise hinder the Fund's operations.
- It is responsible to the Chair of the MDTF Trust Management Oversight Group, as CFSC representative, for the inter-agency trust issues among the UN Participating Agencies as pertaining to UN funding for MDTF activities.

Receipt of reports: The UN Resident Coordinator in Uruguay will receive copies of the narrative and financial reports prepared by the various UN Agencies and submitted to its Headquarters and/or Administrative Agent in relation to the joint projects and programmes financed through the Coherence Fund, as well as the receipt and execution of any funds from it. These reports will also be shared by the Resident Coordinator with the Director of the Office of Planning and Budget (OPP). Furthermore, and without prejudice to the official financial information on the Coherence Fund that is publicly available on the website of the MDTF (<http://mdtf.undp.org/>), the Office of the Resident Coordinator will inform the OPP on a half-yearly basis about the estimated existing balance for programming activities.

Secretariat: The Office of the Resident Coordinator will serve as CFSC Secretariat, referring any information required to the OPP.

Legal equivalence: Any references in legal documents that may be made in English to the “One UN Coherence Fund Steering Committee of the UNDAF 2011-2015” and other equivalent formulas must be understood as made to this Committee, while those made in such language to the “One UN Coherence Fund for Uruguay” refer to the “Coherence Fund” mentioned in this document, as well as in the UNDAF and the UNDAF.

III.- Terms of Reference (ToRs) of the Coherence Fund Consultative Committee of the UNDAF 2011-2015 (CFCC).

Background: For the purposes of institutionalizing the consultative mechanism of the CFSC with the UNCT and the donors, as provided for in Section 5 “Implementation” and 6 “Monitoring and Evaluation” of the UNDAF and Section V “Programme Management and Responsibilities” of the UNDAF, the Coherence Fund Consultative Committee (CFCC) is hereby established.

Members: The Consultative Committee will be composed of the Director of the OPP, the Resident Coordinator, the UNS Agencies that are not part of the CFSC, a representative of each donor country in the initiative and ANONG, CUDECOOP and ANMYPES, as second-tier platforms of civil society.

If the Government, through the OPP, deemed it relevant, the Ministries involved may be asked to be part of this Committee, either permanently or on an ad-hoc basis.

The Committee may ask, based on the issues it addresses, other social sectors to appoint representatives, such as academia, foundations, the private sector or trade unions.

Chair: The CFCC will be co-chaired by the Director of the OPP and by the Resident Coordinator. Prior to each session, the Director of the OPP and the Resident Coordinator will decide on who will act as Chairperson of the CFSC.

Jurisdiction: The CFCC is the body in which its members will voice opinions about the development and status of joint projects and programmes financed through the Coherence Fund.

The CFCC will not make any decisions on the allocation of resources from the Coherence Fund, as this is the sole prerogative of the CFSC, although suggestions in that regard could also be made.

The CFCC will be briefed by the CFSC about the development of activities undertaken in the context of the UNDAF.

Sessions: The CFCC will meet at least once a year.

Adoption of resolutions: The CFCC will express its opinions or recommendations as deemed appropriate.

Secretariat: The Office of the Resident Coordinator will serve as CFCC Secretariat.

IV.- Criteria for the allocation of resources to UNDAF/UNDAP 2011-2015 Joint Projects and Programmes financed through the Coherence Fund.

IV.1.- Criteria for the selection of Joint Projects and Programmes to be financed through the Coherence Fund and the initial allocation of resources to them:

1. The joint project or programme must contribute to achieving at least one MDG in Uruguay, according to the goals set for the country.
2. The joint project or programme must relate to some of the *Outcomes* of the Priority Areas established in the UNDAF 2011-2015.
3. The joint project or programme must identify and fit in with the national policies and initiatives it supports through value added.
4. The joint project or programme must ensure adequate participation by the key stakeholders of the national implementing counterparts and the UNS Agencies (two minimum).
5. The joint project or programme will complement its actions and resources with other initiatives currently underway or to be executed with Government funding and/or from other UNS Agencies.

IV.2.- Criteria for successive disbursements

1. As set forth in Section V "Programme Management and Responsibilities" of the UNDAP between the Government of the Oriental Republic of Uruguay and the UNS in Uruguay, *"the use of the Coherence Fund will be determined by a Steering Committee composed of the RC, the Participating Agencies and the Government (through the OPP), which will be chaired by the RC and the Director of the OPP."* Approval for Joint Projects and Programmes, as well as for its successive "Annual Work Plans" (AWPs) and, accordingly, the allocation of resources from the Coherence Fund for the implementation of activities scheduled in them, will be done by the Steering Committee.
2. The initial allocation of resources from the Coherence Fund to the Implementing Agencies for joint project and programme activities, as well as successive disbursements, along with the National Implementing Partners, will be done by joint project or programme and for six-month periods in order to facilitate monitoring the expenditure of resources and achieving the outputs contained in the activities of the Annual Work Plans (AWPs).
3. Successive disbursements to the initial allocation will be subject to CFSC evaluation on the progress of the joint project or programme and at the express request of the Management Committees. Such evaluation will be carried out by applying programme and financial criteria.

• Programme Criteria

The Management Committee of each joint project or programme will adopt a monitoring and evaluation framework, specifying the indicators of activities, outputs and results, on the basis of which the progress of each project will be determined. Based on this level of progress, the Steering Committee will set the appropriate criteria for the respective disbursements.

4. Programme evaluation will be undertaken by the Management Committee based on the "Project Monitoring Framework," included in the section entitled "Accountability, Monitoring, Evaluation and Report Submission" of the joint project or programme. Such monitoring framework presents the inventory of indicators and targets to be achieved for each of the scheduled "Outputs" and "Results." Such framework may be adjusted and updated; and any ensuing modifications must be approved by the Project Management Committee in order to ensure its adaptation to possible changes introduced to the "Results Matrix" (in the "Outcomes," "Outputs" and "Activities").
5. With regard to the "Outputs" and "Results," the evaluation will seek to determine the level of progress towards its achievement or attainment, whereas in the case of "Activities" such review will seek to determine if these

have been carried out in accordance with the expected timetable and the established budgetary allocation. Should the implementation of the “Activities” move away from either of these two dimensions regarding the provisions of the joint project or programme document, the Project Management Committee will explain to the CFSC Chairs the reasons for such changes.

- **Financial Criteria**

6. In each of the joint projects or programmes financed through the Coherence Fund, the entire joint project or programme should have spent and/or committed (with “commitment” exclusively meaning signed contracts), upon completion of the six months following receipt of the first disbursement, at least 70% (seventy percent) of the resources received, in order to request the second disbursement.
7. The analysis of the joint project or programme in its entirety seeks to foster the commitment by all stakeholders involved in it – Executing Agencies and National Implementing Partners – to its execution, and not only the execution of the Activities that they are individually in charge of. Furthermore, the development of the joint project or programme intends to achieve greater internal coherence.
8. Starting with the second disbursement, and for successive disbursements, at least 70% (seventy percent) of the funds received in the disbursement immediately prior should have been executed and/or committed, while 100% (one hundred percent) of the previous disbursement(s) should have been executed.
9. The commitment and/or execution percentages provided for in paragraphs 8 and 10 will be calculated against the disbursements received for the execution of each joint project or programme, excluding from such calculation the resources that were transferred to the Executing Agencies as “Recovery of Management Fees” (7%).
10. Once the execution targets provided for in the previous paragraphs have been reached, the Project Management Committee may, within the month prior to the expiry of the relevant ongoing six-month period, set the date on which the Executing Agencies may jointly request the new disbursement from the Administrative Agent, which will be transferred in its entirety in the event of any available resources in the Coherence Fund on the date of approval of such request. If when one or several requests for disbursements are received these exceed the total resources available in the Coherence Fund, the amount(s) to be allocated will be established in proportion to the resources available among the projects or programmes and, within them, among the Executing Agencies^{17 18}. As new resources go into the Coherence Fund, these will be proportionally allocated with respect to the requests for disbursements that have not been fully covered on the date of receipt of such resources.
11. Once the programme and financial criteria previously established have been met, the temporary margin within which the Management Committee may set the date of request for the new disbursement is approximately 6 months from the date of the last request and 6 months from the effective receipt of the funds by the Executing Agency that ultimately received them, provided that a request was made at that time.
12. If following the first disbursement the 70% target for execution and/or commitment is not reached, the Executing Agencies, along with the “National Implementing Partners,” will obtain one or, at most, two “periods of grace” to reach such target in accordance with the different assumptions presented in the enclosed chart. In

¹⁷ For example, if at the moment of receiving one or several requests for financial disbursements the resources available to the AA in the Coherence Fund account for 0.5 (50%) of the total resources requested, then the project will receive an amount equivalent to 50% of the resources requested, and the Agencies will receive the funds in proportion to what would correspond to them in the total.

¹⁸ During the execution period of the UNDAP 2011-2015, a US\$ 40,000 reserve from the Coherence Fund will remain in place in order to address any unforeseen situations requiring the special allocation of resources to one of the projects to ensure its implementation. The allocation of these resources will be determined by the CFSC. If these resources have not been used by 30 June 2015, they must be executed in the last six-month period of the UNDAP cycle. This financial reserve will not count as resources available to the Coherence Fund when the requests for disbursements are approved.

no case will the eleven-month period be exceeded, following receipt of the first disbursement, to meet the 70% target of execution and/or commitment.

13. If 70% or more of the resources received for the project has not been executed and/or committed during the six-month period following the date of receipt of the first disbursement, the RC and the Agency or Agencies that received the disbursement and are in a lower degree of execution will explore, with the consent of the Project Management Committee, the possibility of relying on the support of (an)other Participating Agency(ies) on the project to ensure such level of expenditure or commitment within the “period(s) of grace.”
14. If the 70% target is not met according to the various assumptions presented in the chart, the Agencies that received the disbursement will be asked to refund to the Coherence Fund, through the Administrative Agent, any resources not committed up until such date, which will be reallocated by the CFSC¹⁹ -- trying to ensure the implementation of the Activities that have been sub-executed with a view to maintaining the internal coherence of the Joint Project of which they are part. If it is determined that resources must not be allocated to such Activities, these will be earmarked for the other joint projects or programmes financed with resources from the Coherence Fund or other Programme Activities of the UNDAF 2011-2015.
15. Any Agencies in the situation referred to in the previous item will also be asked to refund the funds received as “Recovery of Management Fees (7%),” according to the following rule: resources received for management fee recovery multiplied by the ratio of non-executed and non-committed resources to the total resources received for the implementation of Activities (“Total activities without recovery of management fees”)²⁰.
16. If the project reaches the 70% target upon completion of the first or second “period of grace,” or prior to its completion, it may request the second disbursement in total, with the previously established conditions applying.
17. There will only be “periods of grace” for the first disbursement. As of the second disbursement, there will be no “periods of grace.” Therefore, in order to request the third disbursement, and any subsequent ones, it will be necessary to have executed and/or committed at least 70% of the disbursement immediately prior to it and to have executed 100% of the disbursements prior to the last one²¹.
18. Without prejudice to the foregoing, the Management Committees of the joint projects or programmes may authorize the request for approval of “emergency funds” – when the activities carried out by an Executing Agency that has, in conformity with the plan of activities, executed 100% of the funds pertaining to it may essentially require access to new resources, provided that the continuity and feasibility of the overall activities may be in jeopardy and the project cannot request the disbursement as such due to its failure to comply with the aforementioned execution targets. In this case, an advance will be made in the following disbursement from the funds envisaged for the corresponding Executing Agency, enough to cover the needs that have arisen.
19. The last date of completion of joint projects or programmes will be determined as the one resulting from adding a six-month period to the date of receipt of the last disbursement prior to the completion date contained in the project document. If on such last date the joint projects or programmes have not completed their activities and have funds remaining for such execution and have executed and/or committed at least 80% of the funds from

¹⁹ In this regard, Section V “Programme Management and Responsibilities” of the UNDAF 2011-2015 indicates: “The RC is responsible for strategic leadership and the final decision on the allocation of resources from the Coherence Fund.”

²⁰ If an Agency received US\$ 100,000 to spend on Activities in a six-month period and US\$ 7,000 as “Recovery of Management Fees,” and upon completion of the “period(s) of grace” has only been able to spend and/or commit, for example, 50% of the resources received to implement Activities, it will be asked to refund to the Coherence Fund US\$ 50,000 of the funds received for the implementation of such activities and US\$ 3,500 of the funds received to recover “management fees.”

²¹ This means that for a project to request the third disbursement, it will have to meet two criteria: 1) having spent and/or committed at least 70% of the resources from the second disbursement upon completion of the six-month period following its receipt; 2) having executed 100% of the resources from the first disbursement upon completion of that same period (that is, the remaining amount of up to 30% of such disbursement). In order to request a fourth disbursement, it will be necessary to have spent and/or committed at least 70% of the third disbursement within the six-month period following its date of receipt, and to have spent 100% of the second disbursement during that period. Finally, in order to request the fifth – only envisaged in some joint projects financed by the Coherence Fund – it will be necessary to have spent and/or committed 70% of the fourth disbursement and spent 100% of the third in that period.

the last disbursement, with 100% of the funds from previous disbursements executed, the Management Committee may request a deferral of up to six months from the Co-Chairs.

During the deferral period that may take place, the Executing Agencies will submit monthly reports to the OPP and to the Office of the Resident Coordinator (ORC) on the ongoing pending execution, both in programme and financial terms.

Once the deferral periods that may take place have expired, or upon completion of the joint project or programme, the Executing Agencies will submit within a month to the OPP and the ORC the final balance of executed and available resources, also starting within the same period the necessary internal administrative procedures to return the remaining resources to the Coherence Fund.

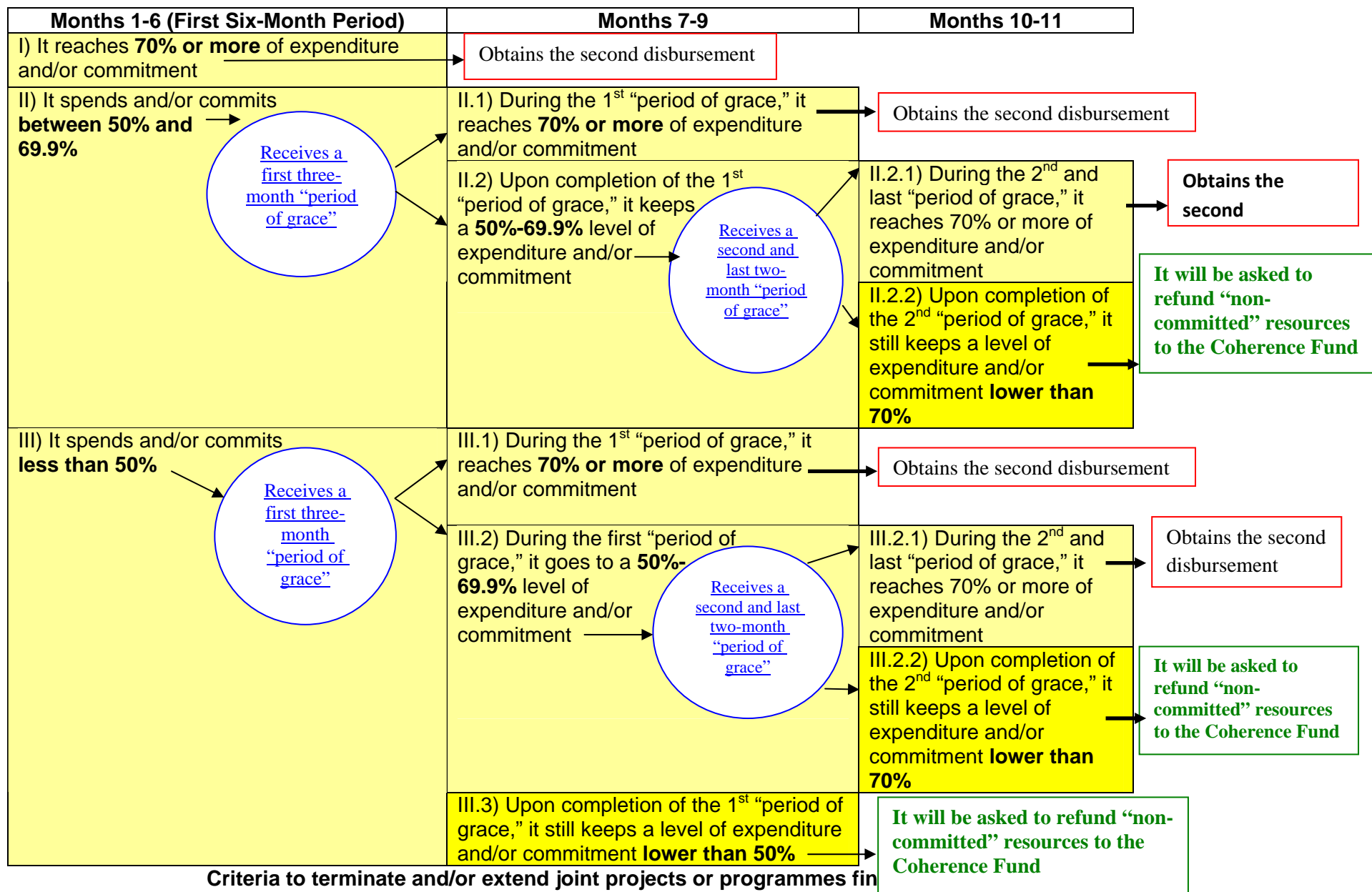
In no case will the temporary extension of the projects presuppose an approval of new financial resources.

Final Provisions

20. These Terms of Reference (ToRs) will enter into force as of 1 January 2011.
21. The criteria established in these ToRs will govern the projects and programmes currently financed through the Coherence Fund and those to be approved in the future, without prejudice to the decisions and disbursements that have been made so far within the framework of the various projects.
22. The decisions adopted in the 2007-2010 period by the Coherence Fund Steering Committee (CFSC) of the One Programme and by its Co-Chairs will remain in force throughout the 2011-2015 period until otherwise modified, repealed or superseded.

Montevideo, 21 December 2010

Criteria to request the second disbursement from joint projects or programmes financed by the Coherence Fund



Criteria to terminate and/or extend joint projects or programmes fin

5 months following the last disbursement scheduled in the project document	6 months following the last disbursement scheduled in the project document	7 months following the last disbursement scheduled in the project document (6 months plus 1 for termination)	Completion of project extension (up to 12 months after the last scheduled disbursement)	One month following completion of project extension
<p>I) The project will conclude with its activities scheduled on a timely basis</p> <p style="text-align: right;">→</p>	<ul style="list-style-type: none"> - Official project termination - Final project report prepared and submitted to the Co-Chairs of the Steering Committee <p style="text-align: right;">→</p>	<ul style="list-style-type: none"> - Final financial accountability submitted to the Resident Coordinator, identifying executed and remaining amounts, if any - The Executing Agencies will start administrative procedures for the refund of remaining amounts <p style="text-align: right;">→ ●</p>	<p>Does not apply</p>	<p>Does not apply</p>
<p>II) The project meets the following criteria:</p> <ol style="list-style-type: none"> 1. There are scheduled activities to be completed 2. Having executed (spent) over 100% of the disbursement prior to the last disbursement 3. Having spent and/or committed 80% of the last scheduled disbursement <p style="text-align: right;">→</p>	<ul style="list-style-type: none"> - The Management Committee may request from the Co-Chairs of the Coherence Fund an extension of up to six additional months (without adding fees) <p style="text-align: right;">→</p>	<p>Does not apply</p>	<ul style="list-style-type: none"> - Official project termination on the agreed date - Final project report prepared and submitted to the Co-Chairs of the Steering Committee <p style="text-align: right;">→</p>	<ul style="list-style-type: none"> - Final financial accountability submitted to the Resident Coordinator, identifying executed and remaining amounts, if any - The Executing Agencies will start administrative procedures for the refund of remaining amounts <p style="text-align: right;">→ ●</p>
<p>III) The project has not spent and/or committed 80% of the last disbursement</p> <p style="text-align: right;">→</p>	<ul style="list-style-type: none"> - Official project termination - Final project report prepared and submitted to the Co-Chairs of the Steering Committee <p style="text-align: right;">→</p>	<ul style="list-style-type: none"> - Final financial accountability submitted to the Resident Coordinator, identifying executed and remaining amounts, if any - The Executing Agencies will start administrative procedures for the refund of remaining amounts <p style="text-align: right;">→ ●</p>	<p>Does not apply</p>	<p>Does not apply</p>

XIV.B) Common procedures for joint projects financed by the Coherence Fund



Guidance to establish a common selection procedure for human resources, for staff regulations and for the procurement of goods and lease of services in the context of the joint programmes and/or projects adopted by the Government and the United Nations System in Uruguay as of June 2010

Scope of implementation: This Guidance will apply to the joint programmes and/or projects adopted between the Government of the Oriental Republic of Uruguay and the United Nations System in the country, financed through the Coherence Fund of the One Programme 2007-2010 or other similar joint financing mechanisms that may be established under the UNDAF 2011-2015.

I) Selection procedure for human resources:

1.- Selection procedures for human resources will be governed by the provisions and principles contained herein, following the administrative procedures required by the corresponding Executing Agencies. These will always be based on the principles of equality, transparency, public examination, competitiveness and non-discrimination, avoiding both a possible conflict of interests and the emergence of such conflict.

2.- In the case of highly complex consultancy services, or when warranted by the number of candidates, it is recommended that, pursuant to the norms of the relevant Executing Agency, a widespread public call be made, as well as a public exam- and merit-based selection process, in order to identify the best contestants. In other cases, a “short list” selection may be made, identifying applicants from other selection processes, such as selections conducted in universities, consulting firms, existing consultants’ rosters in the UNS Agencies and in the National Partners, with a view to identifying the largest possible number of applicants from different sources and narrowing it down to a minimum of three candidates. The selection of either procedure will be agreed upon between the National Partner and the Executing Agency, including the OPP and the ORC, in the case of technical-professional vacancies; in the case of selecting the Project Coordinator, the process will be both public and widely disseminated.

3.- In every case, for the evaluation of candidates and prior to the public call or search, as the case may be, a Selection Panel will be appointed, with inter-agency participation if possible and the involvement of the National Partner, the Executing Agency of the relevant component and the Project Coordinator. The OPP and the ORC must also participate in selecting the Project Coordinator. OPP/ORC participation in the selection of other posts will be done at their discretion, although it can also be requested by the natural members of the Selection Panel. The Panel must score the relevant elements arising from the background information submitted and from the interviews that it may deem appropriate for the candidates; subsequently, it will draw up minutes on the process undertaken and on the score achieved by every one of them. Finally, the minutes

must include a substantive recommendation to recruit the selected candidate. This recommendation must be submitted to the Executing Agency through the relevant channels; and any recruitment must be formally requested from the Executing Agency by the National Implementing Partner in consultation with the OPP. In the case of recruiting the Project Coordinator, the request for recruitment will be made by the OPP.

4.- The Executing Agency will process the contract in conformity with the Panel's recommendation and the request submitted. In the event of any discrepancies over the result, it will reconvene the Selection Panel. In the case of recruiting the Joint Project Coordinators, this recommendation must also be approved by the Director of the OPP and the UN Resident Coordinator.

5.- The aforementioned selection procedure will not apply to the renewal of contracts within the same project or to project continuity: renewal or continuity requests must be made by the National Implementing Partner in consultation with the OPP to the Executing Agency, the decision being discretionary. In the case of the Joint Project Coordinator, these requests will be made by the OPP and expressly not objected to by the UN Resident Coordinator in Uruguay.

6.- It remains a general recruitment policy of the United Nations not to undermine the Government or other International Agencies by recruiting officials from them. Therefore, in the context of these projects, it will not be possible to recruit State officials or from Departmental Governments, Autonomous Entities and Decentralized Services or International Agencies, whatever the nature of the link (paid or unpaid) and their regulations, or whether they have been recruited under any modality by such public persons, except in cases that are duly justified, and with the approval of the Representative or Director of the relevant Executing Agency once the Director of the OPP has expressed his/her authorization. It is possible, however, to recruit such persons whose link with the State is only due to their capacity as Public Teaching staff, provided that their work will not temporarily overlap with the requirements of the contract, pursuant to the general applicable principles.

7.- The parties involved may agree to proceed to staff recruitment, adapting as the case may be the process for the procurement of goods and the hiring of services, as described above.

8.- In unanticipated and extreme cases, the relevant norms of the Executing Agencies will apply.

II) Staff regulations:

9.- **General principle:** in those cases in which, as part of a joint project or programme, staff recruitment is provided for by the UNS Agencies in Uruguay, under no circumstances will there be persons working without a valid contract at the time of service provision.

10.- **Recruitment period:** between one day and the maximum period of time for which there are available funds pursuant to the disbursement made (6 months as a rule). Any new consecutive contract will not be hindered in the event that the total period covered, as a whole, exceeds 11 months. No person without a valid contract for the discharge of their duties will be able to work for the project.

11.- **Incompatibilities** with contracts signed by UNS Agencies. Incompatibility means:

- Two full-time service provision contracts.
- More than two part-time service provision contracts, or a full-time one with (an) other part-time contract(s).
- A full-time service provision contract with a construction contract, which, due to its characteristics, as defined by the recruiting Agency in the event of doubt, may demand more than part-time.

12.- **Fees and adjustments:** pursuant to the scale agreed upon with the OPP.

13.- **Social Security and national taxes:** registration control and updated certificates of contributions to the Professional State Pension Fund, the BPS and the DGI, as the case may be.

14.- **Healthcare coverage:** obligatory. Evidence of it must be produced at the time of recruitment.

15.- **Medical certificate of fitness:** obligatory. Health card or a full medical examination must be produced with the corresponding medical certificate attesting to fitness for the activities contained in the contract.

16.- **Life and disability insurance:** obligatory. Defrayed by the project.

17.- **Annual rest:** 1.66 days on a monthly basis, to be taken within the period covered by the contract.

18.- **Sick leave:** during contract validity, a maximum of two days of unjustified sick leave will be allowed. Should additional days (sick leave) be required, whether consecutive or subsequent to those mentioned, a medical certificate must be produced.

19.- **Maternity leave:** 16 consecutive weeks, taken under the modalities agreed with the Executing Agency and provided they fall within the period covered by the contract.

20.- **Paternity leave:** 4 weeks taken under the modalities agreed with the Executing Agency and provided they fall within the period covered by the contract.

21.- **Public holidays:** if their activities are carried out in Government offices or in their own establishment, they will observe local holidays. In the case of working in United Nations offices, they will observe the Organization's holidays.

22.- **Terms of Reference:** it is the responsibility of the National Implementing Partner with the support of the Project Coordinator and the Executing Agency, as well as the OPP and the ORC if so requested; being necessary in the case of the ToRs for the Project Coordinator. These must include:

- a) Overall recruitment context and background information.
- b) Title of the functions to be discharged.
- c) Start-up and completion date, place of work and hours of work.
- d) Line of hierarchy to which they must report and description of work team, if relevant.
- e) Objectives and targets.
- f) Tasks to be carried out.
- g) Description of monitoring and evaluation tasks to be carried out in order to have measurable variables, both qualitatively and quantitatively.
- h) Structure of report submission and timetable.
- i) Required skills and competencies.
- j) Requirements, including languages and minimum experience.
- k) Precise description of the outputs to be delivered, if appropriate, as well as of its approval process.
- l) Reward offered and payment conditions.

23.- **Contract completion/termination:** prior to contract completion, the Executing Agency must take the necessary measures to agree with the recruited party on complying with the holiday provision prior to contract expiry.

Prior to contract expiry, either Party may terminate it by serving a 15-day prior notification through the relevant channels of the Executing Agency concerned. In those cases in which the contract is terminated in advance by the Executing Agency, the recruited party will receive compensation equivalent to a week's gross pay for every month of incomplete service.

By exception, in those cases in which the recruited party has engaged in breach of conduct, neither the prior notification nor the compensation will apply.

24.- In unanticipated and extreme cases, the relevant norms of the Executing Agencies will apply.

25.- Notwithstanding the contracting modality to be concretely adopted by the Executing Agency, if it is not possible to include these principles directly into the text of the contracts, they will be included as annexes, governing them where regulated. Furthermore, the solution to those principles will remain secondary to the issues not treated specifically.

The provisions of this section only apply to the various service recruitment modalities, thereby excluding the lease of works.

III) Procurement of goods and lease of services:

Precautionary measures to be adopted in designing a programme or project:

26.- In drafting a joint programme document, the Government, the Participating Agencies and the ORC must assess the requirements to procure goods and/or lease services, as well as the capacity of the Participating Agencies to engage in such procurements and leases. As a result, and whenever possible, in the case of procurement of goods or lease of services of a similar nature, whose joint procurement may bring about savings from an economy of scale, a single Agency may be appointed for such procurements or leases, thereby allocating the relevant resources to it.

Inter-agency procurement mechanisms once the programme or project is being executed:

27.- In those cases in which the aforementioned precaution has not been effected, if as part of the same project, for the same National Partner, several Agencies must procure goods or lease services of a similar nature, attempts will be made for the Agencies involved to appoint one of them to carry the relevant process forward, in conformity with its own rules and procedures and anticipating, as much as possible, the inter-agency composition of the Proposal Evaluation Committees.

28.- The concrete modality in which a given service is to be provided by the appointed Agency to the others, including recovery of fees and administrative expenses, will be agreed on a case-by-case basis among the Participating Agencies involved, based on complexity, financial resources to be handled and deadlines to be met.

29.- As a minimum, the appointed Agency will charge the relevant administrative fees to the others, on a pro rata basis to their relative participation in the procurement. These fees will not be deducted from the funds initially received for programming activities.

30.- The Programme or Project Coordinator will identify the requirements for any relevant procurement of goods and lease of services under these guidelines when the programme or project is being executed, and will submit a proposal to the Management Committee for its consideration and adoption, subsequently addressing this issue directly between the National Partner Involved and the relevant Agencies.

XIV.C) Communication Plan and Strategy



United Nations Uruguay
Delivering as One

Communication Plan 27-02-08

Communications Office

Office of the Resident Coordinator of the United Nations System in Uruguay

1.- General Aspects

“Communication is a weapon loaded with future,” one may say, paraphrasing León Felipe. This is so because its impact looks precisely at what will come or, when changes are being promoted, at what is expected to occur. This is twice as valid in an organization as the United Nations, built to bring about better futures for the people.

More than just viewing communication as an appendage to general activities, it is far better to understand it as an integral element of those actions. Therefore, it is not enough just to have a somewhat prepared communication strategy, as it is necessary to have communication as a **component of the Organization’s strategy**.

In a global and highly complex organization, communication takes on an utmost importance: on the one hand, it is sort of the connecting fabric that integrates and adds meaning to the members and entities within it; and on the other, it emerges as a key factor to influence the social, cultural and political processes that structure its concrete historical context.

The large size of an organization and the vastness of its jurisdiction may lead its members to lose sight of the essential objectives in it. The administrative requirements and the bureaucratic support demanded by the organization’s purposes usually take up part of the day-to-day activities of those within it, thereby causing a loss in conviction, commitment and dedication to the work at hand. The institution’s essence is even lost in the process. In these cases, **communication plays the role of adding meaning** to the hodgepodge of tasks that are carried out, bringing about sentiments of identity, belonging and positive self-esteem.

United Nations staff should be utterly informed, not only to feel that they are part of the Reform process, but also for each and every member of the organization to be able to communicate to others about this process.

In portraying the organization in operation, communication expresses its global nature, enabling those who are only aware of what is occurring in a given section to assess the entire picture and understand their individual role.

Good communication explains, adds meaning and excites both inwards and outwards in any given organization that provides it.

When the organization communicates, thus connecting to the area in which public opinion is shaped, it contributes elements for assessment by citizens and for the decision-making process, blending into the group of stakeholders whose interaction determines the social fabric of reality.

2.- United Nations Communications in Uruguay

In this regard, a distinction can be made between potentiality and problems:

Potentiality:

- The organization identifies with various humanitarian causes
- It is viewed as a source of solid technical content
- It is associated with major development programmes for the country
- It constitutes an impartial and neutral platform that favors exchanges

Problems:

- Few people are aware of what is effectively and concretely done by the organization in the country
- Many people see it as a complex organization entangled in its own problems
- A usual question asked is whether its operation is too costly and its results poor
- It is not easy to access its documents or the information it produces

- It shows information gaps within the organization itself

We must turn our shortcomings into opportunities. The United Nations is instrumental in developing a positive agenda of perceptions on the society that has to be changed.

Finally, it could be said that there is an ambivalent assessment of the United Nations in the public opinion; and that a lot can be done, not only to further disseminate its function but also to be and be seen (both elements) as a major stakeholder in resolving the major national issues.

3.- Having a Plan

An obvious element of a communication strategy that is not always present is **to have something to communicate** and **to have the desire to communicate it**. Based on this, the appropriate mechanisms to do so are then established.

To have “something” to communicate involves taking on some originality and ownership of what you want to convey; that is, to be convinced that what you have is worthwhile, that it is valuable, distinct and powerful in its effects.

Organizations usually think of communication as something that needs to be done for others to find out about its operation. But the process of communication emerges more naturally and powerfully when the action of communication is performed because you want to provide a service, to share something that has been built and that could very likely transcend the domain in which it was created.

To have things to communicate and to feel the urge to do so is a sign of fine health in any organization whose mandate has to do with building better societies.

Such willpower to want to pour the information one possesses onto the public spaces, stemming from the conviction that the contribution to be made will have beneficial effects on society, leads us to think about the most suitable means, moments and styles for communication to prove fruitful.

Although we talk about communication in a broad sense, we must bear in mind that information and communication are two different things and presuppose different practices about them. In a broader sense, communication is a lot more than just the transfer of information – data, events, stories told for the public to eventually digest them – as it also entails the creation of two-way spaces, exchange cycles, participation and adjustments in which there is more than one party issuing and receiving messages.

A communication strategy or plan entails both things: under certain precautions – a number of predetermined actions implemented with a set purpose – it causes **the start-up of a process of dialogue and social presence** that is always open to adjustments and new calibrations.

4.- The “What” and the “Why”

Although sometimes mistakenly ruled out as obvious, essential questions serve to structure an organization’s path conceptually.

Even though the reason behind wanting to communicate and what is, indeed, communicated must be harmonious – something similar to the relationship between substance and form, the container and the content – this does not always happen. When both elements are out of sync, communication becomes a mere hollow recourse, momentarily filling certain shortcomings but ultimately dismissed as negative by the receiving public.

“**Why to communicate?**” has to do with what the organization is all about. And “**What to communicate?**” has to do with what the organization does. From this perspective, it can be

clearly seen that being and doing are closely intertwined. Such relationship sometimes depicts an organization's coherence and power, while its divorce brings about mistrust and skepticism in those who are receiving the messages.

In turn, the "Why" and the "What" are coherent between them, complementing each other, causing a virtuous circle that acts as a catalyst for new actions by the organization and as a galvanizing element for its members.

Both internal communication and communication to specific third parties and to society at large, as it "adds meaning" to the organization (whatever may have been taken for granted is explained, substantiated and specified), enables its members to have a transcendental, group-based vision of their individual role.

In complex organizations, on a global scale and with an intricate administrative operation, rethinking becomes a vital exercise to preserve the zest and capacity to respond to the new external demands. The more so when it comes to an organization (United Nations) that, due to its global role, is constantly scrutinized, criticized and evaluated from the most diverse angles.

Wondering why to communicate and what to communicate – what you are and what you do – entails a direct path to the principles and foundations of the organization.

We communicate what we are by telling what we do

However, we must not just refer to what we do. We must bear in mind that we even communicate when we talk.

In turn, we must ask ourselves **which principles we are communicating about** and **for what objectives** we are communicating.

People identify us with projects, and we must prove to them that we are a lot more than just that: change management has to be communicated.

Nothing is more logical than asserting that the organization makes sense (and that, therefore, it needs to be supported), truthfully and transparently disclosing (so that everyone can make their own assessment) the tasks it carries out and the issues it addresses.

In the case of the United Nations, "Why to communicate?" connects us with the conviction that the organization has an **irreplaceable reason of being** in the pursuit of world peace and the creation of more just societies, with greater well-being and full recognition of the rights of all its members. This response, seen from an organization's entirety or as parts of it, presupposes an energetic reassertion of its sense and importance.

Thus, in so many words we could say that **"we have to communicate because this organization is worth it.** The economic and material efforts made by all the Governments of the world are justified.

This can only be communicated convincingly if it is true that the organization makes sense and, besides, if those who are members of it and communicate about it are also convinced that it effectively does.

Following this line of thinking, United Nations communication focuses on what the organization does and on disseminating the values upon which it has been built.

The organization communicates what it does. And what it does should be a good argument for its existence. It does not artificially make things up to communicate; it does so naturally and makes its activity accessible.

B E I N G	Why to communicate?	Because the organization makes sense	To show what the organization is all about	S T R U C T U R A L
D O I N G	What to communicate?	What the organization does and is	Actions that represent principles	D Y N A M I C

Since the organization does many things and its function includes numerous support activities, in addition to the tasks that are central to its mandate, communication requires selective criteria on what is going to be communicated. It is up to the Communications Office to assemble such information and to deal with it professionally for better presentation and greater impact and accessibility.

Accordingly, it is necessary to outline some **thematic pointers** acting as the **backbone** of what is going to be communicated. These “**communication pointers**” may help arrange the vastness of activities, novelties, information, documents and events produced, with a view to attaching the adequate priority and providing the appropriate treatment.

We can then establish, from the structural standpoint, the following thematic pointers:

a.- The Organization and its performance

The United Nations as an organization is an attempt to have a worldwide structure at the service of peace and development. Disseminating its existence, structure, programme and usual activities is also a positive element in that direction. Abundant, accessible and quality information about it helps its cause, as it is an organization that requires worldwide consensus from all citizens in order to remain standing and serve its purpose.

b.- The ongoing Reform

A Reform experience is currently being undertaken in eight countries – Uruguay is one of them (a middle-income country and the only one chosen from Latin America) – seeking to improve the organization’s management and influence capacity. This Reform should address various claims for greater effectiveness and efficiency. Its implementation brings about a sizable number of activities and is particularly attractive as it outlines future profiles for the organization. The Reform is a constant source of novelties and programmes of interest.

c.- The Millennium Development Goals (MDGs)

The Millennium Declaration and the Millennium Development Goals (MDGs), adopted by the United Nations member countries in 2000, represented the realization of a global agenda to measure the countries’ efforts in some areas regarded as fundamental to human life. Many view this agenda – also designed locally – not only as a realistic objective, but also as a practical, objective and concrete yardstick to measure the various efforts being undertaken by Governments and international agencies. These goals can become a point of reference and an incentive to the countries, with enough information arising from them. It is of the utmost importance, therefore, to generate interest in, visibility towards and support for the MDGs as a common playing field for all the UNS. It is also an area that can muster and cause consensus and common actions among all the factors in the System.

It would also be fitting to start wondering and preparing for what is going to happen after 2015, the year set as final for compliance with the 8 objectives.

d.- The protection of human rights

The notion of protecting human rights in all its forms keeps in line with the inception and relevance of the United Nations. It is no coincidence, therefore, that large segments of the public opinion view the defense of human rights as one of the main contributions of the organization's work. This task of safeguarding is a universal value calling upon all nations and citizens of the world. Therefore, any actions around it are usually of interest to the public opinion. This issue will be of particular media interest this year, as the Universal Declaration of Human Rights celebrates its 60th anniversary. Our actions must be designed based on an enriched, current vision of human rights.

The Organization is not the sum of its parts. Therefore, we must communicate something that is not the sum of its parts.

5.- The Recipients of Communication

Bearing in mind that we defined why to communicate and what to communicate, the next step is to know who we are going to communicate to. It is common practice for the organizations to think about different types of messages for the different audiences. Here, we propose **the same message in a variety of formats (communication products) to be addressed to various sectors (of the organization and of public opinion) with the same content.**

Indeed, what we are going to communicate is that **the Organization makes sense and that it makes sense to do what it does.** And these are the activities, in various formats, that we would submit for consideration by others.

The content that we are going to communicate will be the same and has to do with what we do. We already said earlier: **we are what we do and we communicate what we do** (thus, the public opinion knows who we are). After defining four thematic pointers, this communication product (Organization's activities, Reform process, the MDGs and human rights) will be submitted to the various audiences by adjusting its format and thematic focus. But it is ultimately the same message that will circulate to the various recipients, causing an array of communicative feedback and institutional synergy.

For example, any news on the progress of the Reform in Uruguay is of clear importance to the Government, as the lead counterpart of cooperation for development. But it is also important to civil society, which actively participates in the process through NGOs or other stakeholders. Furthermore, the Reform is of interest to all the members of the different Agencies, Funds and Programmes of the System: to a large extent, the fate of the various agencies will also depend on its vicissitudes, as they are sensitive to public consensus on its effectiveness.

Some communication products may encompass all audiences. For example, the annual Human Rights Concert calls upon the Government and civil society, as well as on society at large, mobilizing UNS officials who find themselves in an activity that summons (and becomes common talk for) the entire society.

The aforementioned elements do not prevent the emergence of some products particularly focused (due to presentation, timing or theme) on a given sector of the public. In any case, part of the challenge of communication is to produce an assortment of suitable, impact-based outputs with coherence among them for different audiences.

If communication manages to become something more than just the transfer of information, it will produce responses and interactions among those in which it is circulating.

Some recipients of communication can be identified as follows:

a.- Government

Lead partner and counterpart, as well as spokesperson of the State for all UNS-related actions. Its decisions also keep in line with the views that each member of it has about the System: relying on the System as a viable, sound partner for development begins with being aware of what it does and can do. This includes the three branches (powers) of the State as counterparts. The System's communication must produce consistent messages to facilitate the Government's commitment to the pilot process and its interaction with the System.

b.- Civil society and the various interest groups

Outside the realm of civil servants and the Government in a broad sense, civil society relies on a rich variety of organizations that usually play an important role in the activities of the UNS. These organizations are also linked to the issues that the System is working on; so regardless of the type of inter-agency connection maintained with them, they become important conveyor belts to the public. It may pay off to think about various specific agendas (youths, women, senior citizens, Afro-descendants).

c.- Society in general

Although its survival must not be subjected to periodic elections, the institutional power of the UNS is also supported (or hindered) by the assessment of the local society in which it emerges. Moreover, that society is not only a recipient of the actions that are carried out, but it is largely a key player in those actions. When tolerance or gender equality are being promoted, for example, beyond any actions or policies that may be implemented, at the end of the line there are citizens who may or may not take on certain values, thereby assisting in shaping up the overall culture of their society. Society is also a partner, counterpart and executing agent of the organization's objectives – as much as its members – and must therefore believe in it in order to receive its messages openly.

It is also important to create working partnerships with public and communication players (media, trade unions, professional corporations, culture).

d.- Staff and the System

As the first link in the decision-making structure underpinning the Organization, officials are not always aware of what is occurring within it and of the novelties in some of its sectors, away from the day-to-day activities. Apart from any labor conditions, there are various factors conducive to either apathy or disbelief in the organization itself. This skepticism, once in place, turns out to be fateful to an organization whose job is to carry ideas and projects forward in which it believes. Apathy and passiveness, therefore, are the opposites of the conviction and enthusiasm required by an organization with ambitious humanitarian objectives. Fluent internal communication explaining the end purpose of what is done should ensure full staff participation in the institutional process at hand.

To that end, attempts will be made to motivate, inspire, convey all of the information available on the process in which we are immersed and communicate in the best possible way to all the staff in the organization, mostly focusing on the representatives of the Country Team.

Representatives, in their respective Agency, Programme or Fund, should be charged with communicating issues to all its members and keeping them informed of the development of the process.

The staff must be aware that although the Reform process will entail additional work for all, it will also result in a major opportunity not only for the organization but also for the country.

Likewise, internal communication must be supported by detailed inter-agency communication, resulting from the coordination and articulation among the various parts of the System and from shared work. This inter-agency communication and the public presentation of the System in its various fields of activities also require a type of synchronization that, while preserving each

Agency's identity, conveys the sense of belonging and shared task implicit in the "Delivering as One" initiative.

6.- How to Communicate

Communication in general and this Plan in particular must be understood as **a process of opening up to others**. It is not just about transferring information, as such transfer is one of its elements. Institutional communication must also bring about new messages in its recipients, behavioral variations, exchanges and other forms of joint participation.

Furthermore, communication is a process requiring a large degree of adaptability so that communication products reach out to diverse audiences and adjust themselves to any transformations in these audiences.

It is likely to expect uniform, large-scale, widespread, impersonal and not-too-participatory products from a large organization. It may be good to part with this paradigm and engage in communication with products tailored to the recipient, which are assorted and capable of causing exchanges whose effects on the organization's activities are viewed by the public.

In order to communicate at such length, largely assorted formats must be included. To that end, it is necessary to specify:

- Information materials (communication products disseminating data, procedures, activities, local or global studies)
- Actions: situations brought about by the organization (debates, urban interventions) with effects on the public opinion, specific third parties or the staff.
- Events: large events (shows, recitals) fostered by the organization, which are useful to disseminate its purposes or activities.

It is possible to create a new style of institutional communication that resorts to a language, to a set of esthetics and to sensitivity capable of causing impact on the various social stakeholders, thereby becoming a referent for debate.

7.- The Objective

Beyond the myriad purposes in it, the outcome of the organization's communication plan is to position the United Nations System in the country as **a referent** when it comes to outlining public policies and as a potential partner for all the stakeholders of national activities intent on improving collective well-being. In this regard, it is also necessary to rely on motivated staff, committed to both supporting the entity's structure and its ultimate goals. Therefore, communication must be directed both outwards and inwards.

The United Nations System must come forward as a team composed of multiple stakeholders specialized in various thematic areas, but in a coherent and coordinated manner, while driven towards common, concrete and major objectives.

In turn, through the structure of communication products presented in this document, an attempt is made for the organization to clearly convey the notion that it is not a closed circuit of officials, experts and institutions, but a space open to innovative ideas and to new proposals. As can be seen, there are various options presented as tools to convey the idea of the System's accessibility to the concerns and preoccupations of citizens and their organizations.



Communication Strategy and Plan 2010

The various activities to be undertaken from the Communications Area of the Office of the United Nations Resident Coordinator (ORC) in Uruguay must rely on the necessary rationality and articulation in order to produce not isolated or spontaneous actions, but an authentic **communication strategy**.

A communication strategy is the combination of communication actions planned with a defined purpose and through inherent, identifiable and innovative products.

Objectives:

The objectives of the United Nations communication strategy in Uruguay are:

A) Externally:

- a) To raise the profile of the United Nations in Uruguay
- b) To display the results and actions of the pilot process “Delivering as One” and the impact of its Joint Projects
- c) To disseminate the values and principles of the United Nations

B) Internally:

- a) To have the Organization’s members become aware of its activities
- b) To make the concrete results of the Organization’s work known
- c) To highlight the value of inter-agency work in common, through effective joint communication

Methodology

The methodology to carry this strategy forward entails:

- a) Agreements and joint work among all the Agencies
- b) Enticing communication products (centered on impacts, results and life stories) for all audiences
- c) Impact communication actions
- d) Efficient interaction with the mass media

In this context, the **Communications Area of the ORC** is defined as:

- a) A unit for ongoing advisory services, proposals and support on communication and information for the Resident Coordinator
- b) A point for inter-agency articulation
- c) A support and reference unit in terms of communication for the entire System

The **Work Plan 2010** is the set of specific steps, actions and concrete products to be implemented in the year in order to carry the communication strategy forward.

According to this, the following lines of work are hereby presented:

Ongoing actions:

1- Product and services

- a) Internal information service (daily press clippings)
- b) News update on the UN webpage in Uruguay

2- Activities and events

- c) Presence at the International Book Fair
- d) Recital (performance) on the International Day of Human Rights
- e) United Nations Day
- f) Official campaigns (for example: UNite to End Violence against Women) and UN calendar days

New actions and products:

- a) Reuse of the webpage
- b) Special publications (Nowak Report, MIC, among others)
- c) Analysis on the creation of the Resource Center
- d) Strengthening of the UN Calendar with the UNCG (...Day)
- e) Demonstrative impact book of the One Programme
- f) Lines of work on the MDGs present on the mass media and with specific products (TV cycle, offprints, videos, publications)