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| Title | Uruguay – providing technical assistance for the design of public policies that promote sustainable production and employment. |
| Focus areas or intended purpose | Sustainable production and development |
| Start/completion date | July 2008 – October 2010 |
| Context/description | This project was developed as one of the objectives of the One UN Programme 2007-2010 “Building Capacities for Development” in Uruguay and under the framework of the One UN Pilot Process.  The joint project supported the achievement of human development by improving the capacities to develop public policies through: the design of technical data that support strategic production strategies for the long-run, the generation of forest resources data, the enhancement and strengthening of business recovery policies, support the development of a strategy for cooperative production, and the design of technical environmental data that support production strategies for the long-run. |
| Results/Achievements | 1. Technical information and inputs were generated for the design of mechanisms that enhance strategic productive production for the long run.  2. Information and inputs were generated for the improvement of policies directed to the sustainable management of forest resources.  3. Information, inputs, and capacities were strengthened for the generation and implementation of a policy that supports the recovery of businesses, job creation, and restructure of production.  4. Capacity generation for the implementation of a Guarantee Fund for the “Red C3” through the implementation and evaluation of a pilot process.  5. Diagnostic and development strategy for the cooperative sector elaborated and disseminated.  6. Technical information and inputs generated for the design of mechanisms that enhance strategic productive production with an environmental basis for the long run. |
| Key elements of success | Supporting strategic production. (UNIDO)  • Value Chain assessments were made on strategic production sectors of the Uruguayan economy. This was a successful activity as the analysis involved inter-ministerial cooperation from the Ministry of Industry, the Office of Planning and Budget, the Ministry of Labour, the Ministry of Agriculture and Fisheries, and the Ministry of Economy and Finance. Among the sectors analyzed were Oilseeds, Information Technology and Communications, Wood, Meat, Dairy Products, Renewable Energy, Pharmaceuticals and Automotive Industry.  • Evaluations and assessments were made on the Competitiveness Program for Conglomerates and Productive Chains (PACC), the conglomerate support programme (PACC PYMES) from the Ministry of Industry, Energy and Mining, and the institutional framework for the Productive Cabinet.  Providing information on natural resources (FAO)  • The generation of a forestry survey was also successful as this information provides useful details of planted forests, the quantitative characteristics of the masses (distribution of the number of feet, base areas, stock, growth, technological qualities, production, etc.), the conservation of the masses, as well as its ecological and environmental functions. Information collected was used for the elaboration of indicators for the Sustainable Management of Temperate and Boreal Forests – (Montreal Process).  Supporting enterprises with significant vulnerabilities (UNIDO, UNEP)  • A Recovered Enterprises Unit, operating within the Ministry of Labor, was created to facilitate the assistance to enterprises whose workers had taken on the management, production, and in some cases ownership responsibilities to maintain the businesses operating. Diagnosis-census of 26 companies and projects was conducted in coordination with the Ministry of Housing, Territorial Planning and Environment (MVOTMA) to include the environmental component of the survey. Support was provided to find legal solutions to the obstacles that several recovered enterprises faced, and technical advice was provided on the improvement on organization design, governance and market position. Some enterprises were able to consolidate and to undertake an analysis of economic and environmental viability among others.  • Recovered enterprises received training on sustainable production with the aim of providing theoretical and practical knowledge to promote eco-efficient management.  Strengthening entrepreneurship through cooperation (UNIDO)  • Transaction Network for Commerce Credit Circuit (C3) Uruguay is a networking example to promote access to credit for Small and Medium Enterprises as a strategy to achieve local economic development, increase liquidity for working / labour capital, promote new sources of employment, develop greater entrepreneurship, and promote competitiveness of enterprises. This activity was successful because it provided solutions and concrete commitments to overcome the institutional barriers to access credit and liquidity to small businesses.  • A census on the cooperatives that operate in the country was conducted. The information gathered demonstrated the economic contribution of the cooperative sector to the country; this information had not been updated since 1991. The data collected complemented the Cooperative Development Plan and established future strategic guidelines. |
| Lessons learnt | • The UN has a significant role in addressing the vulnerabilities faced by so-called middle income countries, especially in the policy advisory role.  • Identifying key strategic national priorities where the UN can assist best exemplifies the role of the UN in countries where development assistance is scarce.  • Knowledge sharing can be conducted in an inter-agency manner, especially when the Governments take ownership in the process.  • Production, management of natural resources, and sustainability can be addressed through inter-agency and inter-institutional efforts.  Not all Government institutions and UN Agencies implement activities at the same speed.  • Some components achieved their products at a faster pace than others, and the funds for the faster components depleted before the established timeframe. For example, the forest survey completed its planned activities well in advance than the established timeframe; this resulted in generating specific exemption petitions for advancement of funds.  • In some cases, the components that achieved their results at a slower pace caused a lag for the implementation of other subsequent activities, such as the lag in developing the recovered enterprises survey that held back the implementation of sustainable production activities on these enterprises, or when the component on strategic production needed additional time to complete its implementation plan. These lags were addressed with specific timetables and collaborative efforts of all implementing partners and UN Agencies in the joint project.  • As new Government officials took office in March of 2010, there was a temporary lapse of time where uncertainties in the direction of the national priorities affected the implementation process. The pre-established and signed commitments were used as bases for continuing on the planned activities. Through careful explanation and dialogue, new officials were able to recognize and accept the established direction. |
| Partners and donors | The Project was executed by FAO, UNEP, and UNIDO and has as national counterparts the, Office of Planning and Budget, Ministry of Labour and Social Security, Ministry of Livestock, Agriculture and Fisheries, Ministry of Housing, Land Use Planning and Environment.  Uruguay One UN Coherence Fund (donors: Norway, Spain, The Netherlands, Expanded DaO Funding Window) |
| Provide recommendations | -- The specificities of implementing activities need to be planned from the onset of the project.  -- The Management Committees are a good practice, and their active role in implementing activities could have been enhanced. Instead of acting as problem solver, the Management Committee should pre-empt solutions. |
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