



United Nations Uruguay  
Delivering as One



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Resilient nations.

**Uruguay One UN Coherence Fund**  
**MPTF OFFICE GENERIC FINAL PROGRAMME<sup>1</sup> NARRATIVE REPORT**  
**REPORTING PERIOD: FROM *January 2016* TO *December 2016***

<p align="center"><b>Programme Title &amp; Project Number</b></p> <p>Programme Title: Institutional strengthening of the Ministry of Industry, Energy and Mining and the Ministry of Housing, Land Use and Environment for comprehensive mining development in Uruguay.</p> <p>Programme Number <i>(if applicable)</i></p> <p>MPTF Office Project Reference Number:<sup>3</sup> 66261</p>	<p align="center"><b>Country, Locality(s), Priority Area(s) / Strategic Results<sup>2</sup></b></p> <p><i>(if applicable)</i> Country/Region Uruguay/ Latin America</p> <hr/> <p>Priority area/ strategic results Economic Diversification, Natural Resources, Sustainability</p>
<p align="center"><b>Participating Organization(s)</b></p> <ul style="list-style-type: none"> <li>Organizations that have received direct funding from the MPTF Office under this programme <i>UNESCO</i></li> </ul>	<p align="center"><b>Implementing Partners</b></p> <ul style="list-style-type: none"> <li>National counterparts (government, private, NGOs &amp; others) and other International Organizations <i>Ministry of Industry, Energy and Mining (MIEM)</i> <i>Ministry of Housing, Territorial Planning, and Environment (MVOTMA)</i></li> </ul>
<p align="center"><b>Programme/Project Cost (US\$)</b></p> <p>Total approved budget as per project document: USD 220,000</p> <p>MPTF /JP Contribution<sup>4</sup>:  <ul style="list-style-type: none"> <li>by Agency <i>(if applicable)</i></li> </ul> Agency Contribution  <ul style="list-style-type: none"> <li>by Agency <i>(if applicable)</i></li> </ul> Government Contribution <i>(if applicable)</i></p> <p>Other Contributions (donors) <i>(if applicable)</i></p> <p><b>TOTAL:</b> USD 220,000</p>	<p align="center"><b>Programme Duration</b></p> <p>Overall Duration <i>(months)</i> 15 Dec 2015</p> <p>Start Date<sup>5</sup> <i>(dd.mm.yyyy)</i> 31 Dec 2016</p> <p>Original End Date<sup>6</sup> <i>(dd.mm.yyyy)</i></p> <p>Actual End date<sup>7</sup><i>(dd.mm.yyyy)</i></p> <p>Have agency(ies) operationally closed the Programme in its(their) system? Yes No <input type="checkbox"/> <input type="checkbox"/></p> <p>Expected Financial Closure date<sup>8</sup>:</p>

<sup>1</sup> The term “programme” is used for programmes, joint programmes and projects.

<sup>2</sup> Strategic Results, as formulated in the Strategic UN Planning Framework (e.g. UNDAF) or project document;

<sup>3</sup> The MPTF Office Project Reference Number is the same number as the one on the Notification message. It is also referred to as “Project ID” on the project’s factsheet page on the [MPTF Office GATEWAY](#).

<sup>4</sup> The MPTF/JP Contribution is the amount transferred to the Participating UN Organizations – see [MPTF Office GATEWAY](#)

<sup>5</sup> The start date is the date of the first transfer of the funds from the MPTF Office as Administrative Agent. Transfer date is available on the [MPTF Office GATEWAY](#)

<sup>6</sup> As per approval of the original project document by the relevant decision-making body/Steering Committee.

<sup>7</sup> If there has been an extension, then the revised, approved end date should be reflected here. If there has been no extension approved, then the current end date is the same as the original end date. The end date is the same as the operational closure date which is when all activities for which a Participating Organization is responsible under an approved MPTF / JP have been completed. As per the MOU, agencies are to notify the MPTF Office when a programme completes its operational activities. Please see [MPTF Office Closure Guidelines](#).

<sup>8</sup> Financial Closure requires the return of unspent balances and submission of the [Certified Final Financial Statement and Report](#).

**Programme Assessment/Review/Mid-Term Eval.**

Evaluation Completed

 Yes     No    Date: *dd.mm.yyyy*

Evaluation Report - Attached

 Yes     No    Date: *dd.mm.yyyy***Report Submitted By**

- Name: Gonzalo Kmaid on behalf of Denise Cook (RC)
- Title: Coordination Specialist
- Email address: gonzalo.kmaid@one.un.org /  
denise.cook@one.un.org (RC)

## FINAL PROGRAMME REPORT FORMAT

### EXECUTIVE SUMMARY

This Joint programme has been drafted within the framework of the national strategy for responsible and sustainable development of the mining sector. This project follows up on the work carried out under the precedent Joint Programme “Institutional strengthening of the Ministry of Industry, Energy and Mining and the Ministry of Housing, Territorial Planning and Environment for responsible mining in Uruguay” (Project P) jointly executed by the United Nations System and the Uruguayan Government.

The Programme’s general purpose is to support the comprehensive development of mining, focusing on responsible production and ensuring the sustainability along the entire mining cycle, from the evaluation of mining projects, the production phase per se, the mines closure plans and its linkage with local and territorial development and the development of a mining industry value chain.

For that, national partners in the implementation (MIEM and MVOTMA) and Leading and associated Agencies from the UN System in Uruguay (UNDP, UNESCO and UNIDO) established 3 effects that fit in the 2011-2015 UNDAF. Such effects look to contribute to:

1. Strengthen MIEM and MVOTMA to implement strategic actions that contribute to achieve a comprehensive mining development in Uruguay
2. Strengthen MIEM and MVOTMA’s communication capabilities
3. Coordinate, monitor and evaluate the Joint Programme for an appropriate achievement of the objectives.

### I. Purpose

<b>Programme Description:</b>	Within the framework of the Delivering as One Approach and the UNDAF/UNDAP 2011-2015, the Uruguayan Government and the UN System have endorsed the joint programme to further strengthen the institutional capacity of the National Government to develop the mining industry in the country in a comprehensive, sustainable and responsible manner, considering the diverse value added that each UN Agency can provide.
<b>Development Goal:</b>	UNDAF 2011-2015 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.  UNDAF 2011-2015: 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.
<b>Outcome:</b>	UNDAF Outcomes:  UNDAF 2011-2015 Outcome 1.1: The country will have designed policies and actions to diversify the structure of production and promote trade and investments to improve its participation in the global economy, in an equitable and sustainable manner.  UNDAF 2011-2015 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.

	<p>UNDAP Outputs:</p> <p>UNDAP 2011-2015 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.</p> <p>UNDAP 2011-2015 Output 1.1.2: Public and private sector’s capacity to implement policies and strategies that incorporate sustainable production and consumption practices are strengthened.</p> <p>UNDAP 2011-2015 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.</p>
<p><b>Outputs and Key Activities:</b></p>	<ol style="list-style-type: none"> <li>1. Strengthen MIEM and MVOTMA to implement strategic actions that contribute to achieve a comprehensive mining development in Uruguay</li> <li>2. Strengthen MIEM and MVOTMA’s communication capabilities</li> <li>3. Coordinate, monitor and evaluate the Joint Programme for an appropriate achievement of the objectives.</li> </ol>

## II. Assessment of Programme Results

### i) Narrative reporting on results:

- **Outcomes:**

UNDAF 2011-2015 Outcome 1.1: The country will have designed policies and actions to diversify the structure of production and promote trade and investments to improve its participation in the global economy, in an equitable and sustainable manner.

UNDAF 2011-2015 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.

- **Outputs:**

**Output 1: The Project will contribute to strengthen MIEM and MVOTMA to implement strategic actions that contribute to achieve a comprehensive mining development in Uruguay**

#### a) Further develop the productive chapter of the guide to good practices in mining

A consultant was hired to undertake a further revision and editorial examination of the guide to good practices in mining. The guide was later launched in two workshops carried out in the city of Montevideo and Artigas, with the presence of mining executives, workers, technicians and government authorities. This output resulted in a new guide that covers productive, social and environmental issues, is drafted in consistent terminology, with the possibility of adding new chapters in the future. It completes the guide to good mining practices and constitutes a relevant input for the country’s mining actors.

#### b) Assist the regulation process and evaluation of the mines closure plans.

A consultant was hired to: 1) draft instructional material for the mines closure plan, in line with article 100 of the Mining Code (Law N° 15.242), 2) conduct a review of the regulatory basis for the closure of large-scale mines drafted by technicians from the Ministry of Housing, Territorial Planning, Environment and the Ministry of Industry, Energy, and Mining, (Law N° 19.126), 3) drafting of an articulation proposal, and 4) training of MIEM and MVOTMA technicians in the monitoring and evaluation of closure plans. Thus, there is a proposed plan for the closure of mines in place and a set of locally adapted indicators, which will serve as an input for future regulations.

**c) Strengthen training and educational programmes for human resources.**

An agreement was endorsed with the Army's Material and Weapon Service (SMA as per its Spanish acronym) that allowed for the creation of a joint task force that worked in the incorporation of responsible mining in all current and future workshops and courses imparted by the SMA.

An agreement was also endorsed with the National Direction for SMEs (Dinapyme as per its Spanish acronym) and the Centre that comprises minor grocery stores, bars and other minor shops (Cambadu as per its Spanish acronym) to train human resources from the private sector. Moreover, business management courses for miners were held in the cities of Artigas and Montevideo. Equipment for monitoring mining activities were purchased and technicians were trained on their use.

**d) Strengthen MIEM and MVOTMA's capacities to implement local development and value added strategies**

A consultant was hired to design and adapt a set of locally adapted indicators for sustainable mining management. Its final report was launched at a workshop for mining technicians, executives and workers.

With the objective of promoting local development and value added strategies in the mining process of semiprecious stones, support was provided to the *Consejo Sectorial de Ágatas y Amatistas* (Agate and Amethyst Council), organization of the sector's business leaders, workers, governmental authorities and technicians. The hired consultant carried out a technical proposal, that included field work in the mining areas and presented its results in two workshops carried out in the cities of Artigas and Montevideo. This proposal constitutes a valuable input that will allow the Council to further improve its international insertion.

**Output 2: The project will contribute to strengthen MIEM and MVOTMA's communication capabilities**

**a) Design of communications materials:**

A consultant firm was hired to develop communication contents related to the management and use of non-renewable natural resources, mining & the environment. The following contents were designed:

- 1) Graphic identity for the projects final products
- 2) GBP institutional image
- 3) 3 audiovisual materials on responsible mining.
- 4) Training for authorities and technicians in media skills
- 5) Local media management.

**Output 3: Coordinate, monitor and evaluate the Joint Programme for an appropriate achievement of the objectives.**

- **Qualitative assessment:** Provide a qualitative assessment of the level of overall achievement of the Programme. Highlight key partnerships and explain how such relationships impacted on the achievement of results. Explain cross-cutting issues pertinent to the results being reported on. Has the funding provided by the MPTF/JP to the programme been catalytic in attracting funding or other resources from other donors? If so, please elaborate. For Joint Programmes, highlight how UN coordination has been affected in support of achievement of results.

The joint programme has clearly contributed to further strengthen the institutional capacity of the National Government to develop the mining industry in the country in a sustainable and responsible manner, considering the diverse value added UN Agencies had provided.

Uruguay is today better prepared to further develop its mining agenda well informed by the Project joint work. This role is a crucial one for the UN in a HIC context country trying to make a responsible and sustainable use of its natural resources.

**ii) Indicator Based Performance Assessment:**

Using the **Programme Results Framework from the Project Document / AWP**s - provide details of the achievement of indicators at both the output and outcome level in the table below. Where it has not been possible to collect data on indicators, clear explanation should be given explaining why.

	<u><b>Achieved</b></u> Indicator Targets	<b>Reasons for Variance with Planned Target (if any)</b>	<b>Source of Verification</b>
<p><b>Outcome 1<sup>9</sup> 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.</b>                      Baseline:                      Planned Target:</p> <p><b>Outcome 2: 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.</b>                      Baseline:                      Planned Target:</p>			

<sup>9</sup> Note: Outcomes, outputs, indicators and targets should be **as outlined in the Project Document** so that you report on your **actual achievements against planned targets**. Add rows as required for Outcome 2, 3 etc.

<p><b>Output 1 Strengthen MIEM and MVOTMA to implement strategic actions that contribute to achieve a comprehensive mining development in Uruguay</b></p>			
<p><b>Indicator 1.1 Further develop the productive chapter of the guide to good practices in mining</b>  <b>Baseline:</b>  <b>Planned Target:</b></p> <p><b>Indicator 1.2 Assist the regulation process and evaluation of the mines closure plans</b>  <b>Baseline:</b>  <b>Planned Target:</b></p> <p><b>Indicator 1.3 Strengthen training and educational programmes for human resources</b>  <b>Baseline:</b>  <b>Planned Target:</b></p> <p><b>Indicator 1.4 Strengthen MIEM and MVOTMA's capacities to implement local development and value added strategies</b>  <b>Baseline:</b>  <b>Planned Target:</b></p>	<p>Guide launched in two workshops held in the cities of Artigas (March 28) and Montevideo (March 30). Workshops were well attended by representatives of the mining business sector, workers, technicians, and government authorities.</p> <p>Proposed plan for the closure of mines drafted and set of locally adapted indicators agreed on, which will serve as a basis for the drafting of future regulations.</p> <p>Agreement endorsed with the Army's Material and Weapon Service to incorporate responsible mining in its training curricula.  Business management courses held in Artigas (November 24-29) and Montevideo (to be held in February 2017).</p> <p>Consultant report that defines and locally adapts a set of indicators for sustainable mining management. Report launched at a workshop (March 30) with the presence of representatives of the mining business sector, technicians and workers.</p> <p>Technical proposal for the semiprecious market. Field work and results launched in workshops held in the cities of Artigas and Montevideo.</p>		

<b>Output 2 Strengthen MIEM and MVOTMA’s communication capabilities</b>			
<b>Indicator 2.1 Design of communications materials:</b> <b>Baseline:</b> <b>Planned Target:</b>	3 audiovisual materials on responsible mining 8 government directors and technicians trained in media skills. Design of institutional material. Local media management.		
<b>Output 3: Coordinate, monitor and evaluate the Joint Programme for an appropriate achievement of the objectives.</b>			
<b>Indicator 3.1. Coordinate, monitor and evaluate the Joint Programme for an appropriate achievement of the objectives.</b> <b>Baseline:</b> <b>Planned Target:</b>			

### iii) Evaluation, Best Practices and Lessons Learned

- **Report on any assessments, evaluations or studies** undertaken relating to the programme and how they were used during implementation. Has there been a final project evaluation and what are the key findings? Provide reasons if no programme evaluation have been done yet?
- **Explain challenges** such as delays in programme implementation, and the nature of the constraints such as management arrangements, human resources etc. What actions were taken to mitigate these challenges? How did such challenges and actions impact on the overall achievement of results? Have any of the risks identified during the project design materialized or were there unidentified risks that came up?
- **Report key lessons learned and best practices** that would facilitate future programme design and implementation, including issues related to management arrangements, human resources, resources, etc. Please also include experiences of failure, which often are the richest source of lessons learned.

The main challenges faced were:

The short duration of the Project made it difficult to implement all activities within its timeline.

The main lessons learned were:

- a) Stating a time limit for accomplishment in an agreed and detailed way guarantees implementation.
- b) The building of confidence and sense of belonging by stakeholders (members of the Management Committee) generates working certainty as well as continuity in the implementation.
- c) The fact that the Management Committee space is strengthened and accompanied allows the project management and is a good practice of articulation.
- d) AUCI and RCO generated a support for the project's problems which ensured the continuity and success of the project.
- d) The commitment of various actors, both national partners and the agencies work, guaranteed a systematic and quality work.

### iv) A Specific Story

- This could be a success or human story. It does not have to be a success story – often the most interesting and useful lessons learned are from experiences that have not worked. The point is to highlight a concrete example with a story that has been important to your Programme.
- In ¼ to ½ a page, provide details on a specific achievement or lesson learned of the Programme. Attachment of supporting documents, including photos with captions, news items etc, is strongly encouraged. The MPTF Office will select stories and photos to feature in the Consolidated Annual Report, the GATEWAY and the MPTF Office Newsletter.

**Problem / Challenge faced:** Describe the specific problem or challenge faced by the subject of your story (this could be a problem experienced by an individual, community or government).

**Programme Interventions:** How was the problem or challenged addressed through the Programme

interventions?

**Result (if applicable):** Describe the observable *change* that occurred so far as a result of the Programme interventions. For example, how did community lives change or how was the government better able to deal with the initial problem?

**Lessons Learned:** What did you (and/or other partners) learn from this situation that has helped inform and/or improve Programme (or other) interventions?

## ABBREVIATIONS AND ACRONYMS

AA	Administrative Agent
CFCC	Coherence Fund Consultative Committee
CFSC	Coherence Fund Steering Committee
DaO	Delivering as One
DINAMA	National Environment Directorate
DINAMIGE	National Mining and Geology Directorate
MIEM	Ministry of Industry, Energy, and Mining
MVOTMA	Ministry of Housing, Territorial Planning, Environment
MPTF	Multi-Partner Trust Fund
OPP	Office of Planning and Budget
PUNO	Participating United Nations Organization
RCO	United Nations Resident Coordinator's Office
UNDAF	United Nations Development Assistance Framework
UNDP	United Nations Development Programme
UNESCO	United Nations Educational, Scientific and Cultural Organization
UNRC	United Nations Resident Coordinator
UNS	United Nations System