

2010 Results and Use of Funds

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Part One: Progress towards UNDAF outcomes (Results 2010)						
Key Result Area	Outcome	Name	Indicate Total Budget Per Outcome	Provide an indicative budget delivery amount per outcome in 2010.	Comments	
UNDAF	Outcome 1	By 2010, the country will have made progress in the generation of the capacity to incorporate knowledge, innovation and diversification in the productive processes of goods and services aimed at sustained and sustainable growth.	\$51,112,112.00	\$14,807,793.00		
UNDAF	Outcome 2	By 2010, the country will have made progress in the design and management of policies to eradicate indigence and reduce poverty.	\$23,671,089.00	\$4,084,037.00		
UNDAF	Outcome 3	By 2010, the country will have advanced in the design and management of policies which will make possible more equitable starting conditions and increased access to good social services as well as confronting discrimination and promoting processes of soci	\$15,564,166.00	\$1,621,016.00		
UNDAF	Outcome 4	By 2010, the country will have advanced in the adjustment of national legislation and practices to its international commitments, and in the strengthening of public and civil institutions for the design, execution, monitoring and evaluation of public poli	\$37,178,327.00	\$9,922,527.00		
UNDAF	Outcome 5					
PART 1 TOTAL			\$127,525,694.00	\$30,435,373.00		

Part Two: Coordination Results																		
Key Results Area	Expected Outputs ¹	Performance Indicators ²	Actual Outputs at Year End	Funds required/spent at Year End								Additional Support Needed from HQ or Regional Director's Team	Target Date					
				SRC		UNCCF		Transition		Un Agencies ³			Other		Q1	Q2	Q3	Q4
				Required	Spent	Required	Spent	Required	Spent	Required	Spent		Required	Spent				

Result Area 1: Coordination for Results

A) UNCT Contribution to the National Development Plan/Poverty Reduction Strategy/MD and MDGs plan

UN support to formulation/implementation of relevant national strategies or plans e.g. JAS/NDP/PRSP																		
UN plan to support the implementation of the Millennium Declaration, including scaling up IADG/MDG initiatives*	National policies to achieve the MDGs related to poverty, housing, education and environment supported.	a. Number of roundtables organized; b. Number of dialogues promoted; UNDAF aligned with MDGs.	a. 7 Workshops focused on empowering rural women, 2 roundtables centered on the importance of sustainability for Uruguayan development; b. Dialogue aimed at strengthening sustainable public procurements, dialogue in order to foster communication as a necessary feature of development; UNDAF and UNDAF Action Plan (UNDAP) aligned with MDGs and its national goals; local and global support for the preparation and during the 4th GEF General Assembly, attended, among others by Ms. Rebecca Grynspan, UNDP; Mr. Kandeih Yumkella, UNIDO; Mr. Jacques Diouf, FAO; Mr. Achim Steiner, UNEP; Ms. Wendy Watson-Wright, UNESCO; Ms. Inger Andersen, WB; publication of 43,000 reports on the situation of MDGs in Uruguay -distributed in 2 major print media-; video on MDG current status in Uruguay updated.	\$5,000.00	\$5,000.00													
UN support to capacity development strategies	a. National capacities to achieve the MDGs at territorial level supported (Montevideo and Canelones).	a. N° of coordination mechanisms with ART.	Coordination mechanism established with the municipal Government of Canelones and the National Board of the Education Administration in order to carry out trainings on food security; Coordination mechanism in place to strengthen the territorial capacities for strategic planning on Climate Change in Montevideo; support to the handicraft, editorial and musical industries; Implementation of social and institutional networks oriented to violence prevention; Agreement signed by Ministry of Interior, the Supreme Court of Justice, the National Institute for Children and UNICEF actively monitored.	\$5,000.00	\$4,000.00													

F) Gender Equality													
UN support to incorporation of gender equality in national planning processes (such as National Development Strategies, PRSPs; SWAPs; Joint Assistance Strategies, etc.)	a. National plan of equal opportunities and rights supported. b. Advocacy supporting national laws and programmes for the promotion of gender equality enhanced. c. UN support to capacity development for women parliamentarians.	a. List of activities carried out; b. Nº of laws and programmes supported.	a. National Institute of Youth incorporates gender perspective in the development of its public policies; Awareness on sexual and reproductive rights; Strong interagency awareness campaign in support of UNITE to End Violence against Women with the participation of more than a dozen public figures, being the first one in Latin America and the Caribbean. b. Support to the Bicameral Caucus of women legislators during the transition of the legislative term; support governmental institutions in order to fully implement the gender quota law - at least 33% of elected representatives have to be women- National Institute of Youth incorporates gender perspective in the development of its public policies; Awareness on sexual and reproductive rights.	\$10,000.00	\$10,000.00								
Capacity development for gender theme groups to support UNCT to respond to national priorities for gender equality													
Other													

G) HIV/AIDS													
Establishment of Joint UN Team on AIDS and implementation of joint programme of support on AIDS *	a. Joint UN Team on AIDS strengthened through advocacy mechanisms. b. Design of new proposals to be submitted to potential funds and to UN/AIDS (PAF) supported.	a. Nº of advocacy activities carried out; b. Nº of proposals designed; actual Nº of proposals approved.	a. 2 advocacy activities carried out: Socio cultural perspective of HIV/AIDS, display of banner on the UN building on Dec 1st (Interagency activity); b. 3 proposals designed; 3 proposals approved. "Towards Social Inclusion and Universal Access to comprehensive care and prevention of HIV/AIDS in the most vulnerable sectors of population"; "Culture, Prevention and Rights. Socio Cultural Perspective on HIV/AIDS"; "Project aimed at identifying discrimination situations for people living with HIV/AIDS"; Support to HIV positive adolescent groups. Uruguay proposal to the 10th Global Fund to fight AIDS, Tuberculosis and Malaria approved. "Towards social inclusion of the most vulnerable populations and universal access to prevention and integrated care of HIV/AIDS in Uruguay" (USD 9,572,417 in 5 years). PAFs: 1 PAF A and 1 PAF B elaborated, submitted and approved. UNGASS 2010 report supported.	\$7,000.00	\$6,000.00								
UN support to the national response to AIDS through strengthening the Three Ones *	CONASIDA strengthened.	Nº of agencies participating in meetings; Nº of meetings organized; topics dealt with; amount of budgetary support.	10 Agencies participating in meetings (FAO, OIT, PAHO/WHO, UNAIDS, UNDP, UNESCO, UNFPA, UNICEF, UNIFEM, UNODC); 10 meetings held (9 regular ones and 1 extraordinary meeting); Awareness, prevention, design of proposals, follow up of current projects.	\$2,000.00	\$2,000.00								
HIV/AIDS in the Workplace	Workshops and activities involving personnel and their relatives carried out.	List of activities.	Workshop for UNS personnel focused on awareness and prevention; workshop for young relatives of UNS personnel in a bowling alley, awareness video on UNCARES policies and activities in Uruguay.	\$1,000.00	\$1,000.00								
Other													

H) Human Rights													
Application of Human Right Based Approach	Application of HRBA mainstreamed in project design phase and during the elaboration of the UNDAF/UNDAP.	Projects containing HRBA.	All outputs of UNDAF/UNDAP 2011-2015 apply HRBA; the two new Joint Programmes apply HRBA.	\$2,000.00	\$2,000.00								
Strengthening the capacity of UNCTs to support national human rights protection systems	a. Communication with HR Offices at HQ and Committees enhanced. b. Governments capacities to elaborate reports to be submitted to Human Rights bodies supported. c. Follow-up on the reports submitted. d. National Institution on Human Rights supported. e. Design of the National plan on Human Rights supported.	a. Nº of activities carried out; list of activities; b. List of measures taken. c. Number of new reports submitted to Human Rights bodies over the required. d. National Institution on Human Rights in place. e. National plan on Human Rights in place.	a. 8 activities carried out; publication of mission report by Special Rapporteur on Torture, Mr. Manfred Nowak; support provided to the Mission of Special Rapporteur Trafficking in Persons, especially women and children, Ms. Joy Ngozi Ezeilo; Workshop with National Legislators on the implementation of the National Institution of Human Rights; Seminar with National Legislators on Institutions of Human Rights; Launch of Regional Report on Citizen Security and Human Rights; debates among diverse actors and institutions focused on prison systems; Support provided to OAS - Inter American Commission on Human Rights, providing information on persons deprived of liberty in Uruguay; two trainings for UN Agencies personnel on Committee for Social, Economic, and Cultural Rights (taught by expert from OHCHR, participants from: ILO, IOM, UNDP, UNESCO, UNICEF, UNIFEM); a working and communication network of key people and institutions in the area of Human Rights has been established; b. Design, approval and implementation of Joint Programme "Support for the reform of Institutions for persons deprived of liberty" (ILO, UNOD, UNICEF, UNIFEM, UNODC, UNOPS) as a consequence of Mission and Report of Mr. Nowak; c. One report submitted over one requested; Report on compliance and progress of the Convention on Economic, Social and Cultural Rights (Interagency effort); d. UNS has supported all efforts in order to implement the National Institution on Human Rights, it is expected to be in place in 2011 as a consequence of the implementation of new quinquennial budget; e. National Plan on Human Rights has been developed and will be implemented in 2011; f. Trainings on Human Rights for judges, district attorneys and Judiciary Branch personnel; g decent work	\$8,000.00	\$8,000.00								

			mainstreaming taken into consideration in the development of the new programmatic cycle and new joint programmes.																
Other																			
I) Common Services and Premises																			
Status of initiatives to increase collaboration and cost-effectiveness of UN business operations in support of programme delivery (common services and premises)	a. OMT strengthened through regular meetings. b. OMT supported by UNCT. c. New common services identified and implemented. (One UN House: see One UN).	a. N° of meetings; N° of new initiatives approved; N° of joint system LTAs.	a. 9 meetings; 6 initiatives approved; Long Term Agreements (LTAs) with: Travel Agency Campomar, Copa Airlines, Iberia Airlines, Courier DHL - Roster of consultants, transaction cost study carried out and mobile phones bases implemented. Common procedures for joint projects (selection of human resources, conditions for contracted project personnel / consultants, procurement of goods and services).	\$5,000.00	\$2,000.00														
Other																			
J) Other																			
Other																			
Result Area 2: Coordination of Emergency Preparedness and Relief																			
A) Preparedness																			
Coordination of emergency preparedness efforts of UNCT members and relevant humanitarian actors	Coordination with OCHA and the National Emergency System strengthened through regular meetings. b. Contingency plans developed. c. Communication with OCHA enhanced.	N° of regulations implementing the law on the National Emergency System functioning; N° of trainings for national authorities on the use of tools such as SURF or Flash Appeal (OCHA).	During 2010 the Government went through a transition to a new National Emergency System in accordance to the Law passed in 2009 with UN support. This involved securing governmental budget for the new system, as well as conditioning funds for Disaster Risk Reduction (DRR) at the local level; 2 trainings for National Authorities: Humanitarian Teams and floods. (UNETE Thematic Group).	\$2,000.00	\$2,000.00														
Other																			
B) Relief																			
Establishment of Humanitarian Country Team																			
Development of a response plan																			
Coordination of humanitarian operations																			
Advocacy																			
Resource mobilization																			
Other																			
Result Area 3: UN Advocacy and Resource Mobilization																			
A) Joint UNCT Advocacy and Communications																			
Development/implementation of the UNCT communications/advocacy strategy & plan	a. Internal and external communication strategy implemented. b. UN observances organized jointly. c. Website updated. d. At least one Townhall carried out.	a. List of observances organized jointly; N° of townhalls carried out.	a. UN Day (Event at National Parliament, attended by the President of Uruguay, Mr. José Mujica), UNITE to End Violence Against Women; Free popular music show commemorating International Day of Human Rights Show (approximately 5,000 people attended); high level conference on early childhood with the presence of the former Chilean President, Ms. Michelle Bachelet, and President of Uruguay Mr. José Mujica; fundraising television show with the presence of important national and regional public figures; four television shows regarding the MDGs status globally and in Uruguay broadcasted nationally on the public channel; Series of 4 public roundtables and seminars focused on volunteerism and social development within the framework of the DaO Experience; Short films competition for young producers (from 14 to 29 years old); various RC conferences, including one with primary school children on Day of United Nations; UN stand in Uruguayan Book Fair, with strong interagency participation.	\$20,000.00	\$15,000.00														
Other																			
B) Joint UNCT Resource Mobilization Strategy																			
Development/implementation of RM strategy	UNDAF/UNDAP incorporates resource mobilization strategy. Donors involved through roundtables.	a. Strategy Incorporated; N° of roundtables; agreements reached.	a. UNDAF/UNDAP 2011-2015 incorporated resource mobilization strategy and established a systematic funding gap; UNS submitted a request for funding to the DaO Expanded Funding Window; 20 roundtables carried out. The strategy and its implementation actions were agreed by all Agencies that signed the UNDAF.	\$5,000.00	\$4,000.00														
Other																			
Result Area 4: Security Management																			
A) Security																			
Duty station specific security risk assessment (SRA) for all locations in the country where UN staff are present	Early SRA prepared.	SRA carried out.	SRA was carried out successfully. HQs interagency approval.																
Implementation of mitigating measures as identified in SRA																			

Up to date security plan	New Security Plan prepared (June).	Plan in place.	Staff lists updated. Pending HQs interagency approval MOSS and SRA.															
Security Management Team	SMT strengthened through regular meetings.	N° of meetings; topics dealt with	3 meetings carried out; topics: SRA, MORSS and MOSS considered and approved, submitted to HQs; SLS presented to SMT; process to hire local security assistant with interagency funding started.															
Implementation of security training for staff																		
Other																		
Result Area 5: Non-Resident UN Agencies																		
A) Special measures to integrate non-resident UN agencies in UNCT processes																		
Supporting the Involvement of non-resident UN agencies in the national strategic planning processes/ UN programming	a. NRA active involvement in the One UN initiative further enhanced. b. Participation in joint programmes and communication activities continuously promoted. c. Participation in the design of the UNDAF/UNDAP assured. d. Best practices shared through regular reports submitted to HQs.	a. N° of communications established; b. participation in meetings; N° of joint programmes with NRA participation; c. UNDAF outputs incorporating NRA participation; d. N° of reports submitted to NRA.	a. More than 50 communications established with NRAs in the process of elaboration of UNDAF/UNDAP; b. NRA participation in all UNCT and Steering Committee meetings; 100% of new Joint Programmes possess NRA participation; c. 75% of UNDAF/UNDAP outputs incorporate NRA participation; d. Reports submitted to NRAs; e. One new NRA has signed the 2011-2015 UNDAF in relationship to the previous programmatic cycle (2007-2010); f. One new NRA took part in the MoU regarding the Coherence Fund.	\$3,000.00	\$2,000.00													
Other																		
Result Area 6: Coordination Capacity of the UNCT																		
A) Strengthening UNCT Coordination Capacity																		
RCO Staffing	RCO staff composed by: 2 Coordination Analysts; 1 Communication Advisor; 1 M&E Specialist; 1 administrative assistant; Advisor to RC; SARC	Effective and efficient support provided to the RC and the UNCT.	RCO personnel has carried out its activities successfully, supporting the RC and the UNCT.	\$110,000.00	\$73,385.00													
Materials/Equipment				\$1,000.00														
Training of UN staff	1. Two UNCT Retreats. 2. LAC CO 2010 Workshop. 3. DOCO Workshops. 4. UNCT Leadership and Coordination Skills Workshops. 5. Belbin tests conducted for the UNCT.	N° of retreats carried out; N° of missions carried out; team spirit enhanced; Belbin test conducted.	2 UNCT retreats successfully carried out; Belbin Test conducted and positively received by UNCT members, enhancing team spirit; 4 missions carried out. Learning as One Model in place and strengthened providing access to the Agencies as part of DaO; this interagency activity is an innovative experience that has highly improved the learning processes of UN personnel in Uruguay.	\$20,000.00	\$16,000.00													
Other																		
TOTAL				\$370,000.00	\$313,385.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00

Joint Programmes

Joint Programmes										
Title	Theme	Linkages to MDGs and UNDAF outcomes	Duration (from/to)	Fund management Modality	Manag. agent	Admin. agent	National or local partners and donors	Total budget	Financial contribution	
Institutional Strengthening for the design of economic development strategies; country international insertion and long term energy policies development	Sustainable development	By 2010 the country will have made progress in the generation of the capacity to incorporate knowledge, innovation and diversification in the production of goods and services aimed at sustained and sustainable growth.	2008 - 2010	Pass-through		UNDP	Office of Planning and Budget	\$481,500.00	<input type="checkbox"/>	Coherence Fund \$0.00
Technical assistance for the design of public policies that promote sustainable production and employment	Sustainable development	By 2010, the country will have made progress in the generation of the capacity to incorporate knowledge, innovation and diversification in the production of goods and services aimed at sustained and sustainable growth	2008 - 2010	Pass-through		UNDP	Office of Planning and Budget; Ministry of Labor and Social Security; Ministry of Livestock, Agriculture and Fisheries; Ministry of Housing, Land Use Planning and Environment	\$1,166,086.00	<input type="checkbox"/>	Coherence Fund \$0.00
Development of instruments for monitoring the environment and territory	Environment	By 2010, the country will have made progress in the generation of the capacity to incorporate knowledge, innovation and diversification in the production of goods and services aimed at sustained and sustainable growth	2008 - 2010	Pass-through		UNDP	Office of Planning and Budget , Ministry of Transportation and Public Works ; Ministry of Housing, Land Use Planning, and Environment ; National Emergency System	\$621,670.00	<input type="checkbox"/>	Coherence Fund \$0.00
Design and implementation of pilot projects that promote development throughout the country	Sustainable development	By 2010, the country will have made progress in the generation of the capacity to incorporate knowledge, innovation and diversification in the production of goods and services aimed at sustained and sustainable growth	2008 - 2010	Pass-through		UNDP	Office of Planning and Budget ; Ministry of Livestock, Agriculture and Fisheries ; Ministry of Public Health ; Ministry of Housing, Land Use Planning and Environment ; Municipal Government of Florida, and Municipal Government of Montevideo	\$1,334,611.00	<input type="checkbox"/>	Coherence Fund \$0.00
Support to the policies for social integration and food security	Food security	By 2010, the country will have advanced in the design and management of policies to eradicate indigence and reduce poverty	2008 - 2010	Pass-through		UNDP	Office of Planning and Budget, Ministry of Work and Social Security , Ministry of Social Development, National Nutrition Institute	\$668,750.00	<input type="checkbox"/>	Coherence Fund \$0.00
Support for the strengthening of education policies	Governance and democracy	By 2010, the country will have advanced in the design and management of policies to eradicate indigence and reduce poverty	2008 - 2010	Pass-through		UNDP	Office of Planning and Budget, National Public Education Administration	\$513,600.00	<input type="checkbox"/>	Coherence Fund \$0.00
Support for the strengthening of public institutions that work in the social area	Poverty reduction	By 2010, the country will have advanced in the design and management of policies to eradicate indigence and reduce poverty	2008 - 2010	Pass-through			Office of Planning and Budget, Ministry of Public Health, Bank of Social Provision, National Drug Board	\$1,391,000.00	<input type="checkbox"/>	Coherence Fund \$0.00
Support for public policies for the reduction of inequities of gender and generations	Gender	By 2010, the country will have advanced in the design and management of policies which will make possible more equitable starting conditions and increase access to good social services as well as confronting discrimination and promoting processes of social integration	2008 - 2010	Pass-through		UNDP	National Institute for Women, National Administration for Public Education, National Statistics Institute, Legislative Branch	\$1,296,000.00	<input type="checkbox"/>	Coherence Fund \$0.00
Support for the decentralization processes and promotion of citizen participation as part of the reform of the State	Governance and democracy	By 2010, the country will have advanced in the adjustment of national legislation and practices to its international commitments, and in the strengthening of public and civil institutions for the design, execution, monitoring and evaluation of public policies	2008 - 2010	Pass-through		UNDP	Office of Planning and Budget , Ministry of Education and Culture , Ministry of Foreign Affairs , Ministry of Social Development , and National Parliament	\$775,751.00	<input type="checkbox"/>	Coherence Fund \$0.00
Strengthening the capacities of civil society organizations in Uruguay	Governance and democracy	By 2010, the country will have advanced in the adjustment of national legislation and practices to its international commitments, and in the strengthening of public and civil institutions for the design, execution, monitoring and evaluation of public policies	2008 - 2010	Pass-through		UNDP	The National Association of Non-governmental Organizations, other civil society networks, the Office of Planning and Budget	\$295,106.00	<input type="checkbox"/>	Coherence Fund \$0.00
Strengthening of the Cultural Industries and improvement of accessibility to the goods and cultural services of Uruguay	MDGs	By 2010, the country will have made progress in the generation of the capacity to incorporate knowledge, innovation and diversification in the production of goods and services aimed at sustained and sustainable growth	2008 - 2011	Pass-through		UNDP	Ministry of Education and Culture Ministry of Industry, Energy and Mining	\$3,370,000.00	<input type="checkbox"/>	Spain - MDG Achievement Fund \$0.00
Environmental Vulnerability and Sustainability at the Local Level	Environment	By 2010, the country will have made progress in the generation of the capacity to incorporate knowledge, innovation and diversification in the production of goods and services aimed at sustained and sustainable growth	2008 - 2010	Pass-through		UNDP	Office of Planning and Budget, Ministry of Livestock, Agriculture and Fisheries, Ministry of Housing, Land Use Planning, and Environment, National System for Response to Climate Change	\$326,404.00	<input type="checkbox"/>	Coherence Fund \$0.00
Support for the Design and Implementation of the National Plan for Social and Housing Integration	Poverty reduction	By 2010 the country will have advanced in the design and management of public policies focused on the achievement of access to social services more evenly, fight discrimination and promote processes of social integration. (By 2015) 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 with respect to the Uruguayan diaspora	2010 - 2011	Pass-through		UNDP	Office of the President of Uruguay, Office of Planning and Budget, Ministry of Social Development, Ministry of Labor and Social Security, Ministry of Housing, Land Management and Environment, National Administration of Public Education, State's Health Services Administration, Ministry of Public Health	\$699,781.00	<input type="checkbox"/>	Coherence Fund \$0.00
Support of the modernization processes of public management as part of the democratization of the State and the promotion of citizens' rights	Governance and democracy	By 2010, the country will have advanced in the adjustment of national legislation and practices to its international commitments, and in the strengthening of public and civil institutions for the design, execution, monitoring and evaluation of public policies	2008 - 2011	Pass-through		UNDP	Office of Planning and Budget, National Migration Directorate, Ministry of Social Development, and Ministry of Foreign Affairs	\$1,960,508.00	<input type="checkbox"/>	Coherence Fund \$0.00
Support for the reform of Institutions for persons deprived of liberty	Human Rights	By 2010 the country will have advanced in the design and management of public policies focused on the achievement of access to social services more evenly, fight discrimination and promote processes of social integration. (By 2015) 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 with respect to the Uruguayan diaspora.	2010 - 2011	Pass-through		UNDP	Office of Planning and Budget; Ministry of the Interior, National Board on Drugs, National Secretariat of Drugs, State's Health Services Administration, Council for the Incarcerated and Freed; European Union, Spanish Agency for International Cooperation for Development (AECID), Justice Ministers Conference of Iberoamerican Countries (COMIIB).	\$495,995.00	<input type="checkbox"/>	Coherence Fund \$0.00

Coordination Procedures and Practices

Coordination practices and procedures		
CP	Results	Recommendations to DGO
<p>As part of the Delivering as One pilot process being applied in Uruguay, inclusivity of all stakeholders has been a central theme. To that end, civil society organizations (CSOs) were identified as key stakeholders in cooperation for development, and the UN system in Uruguay has made several efforts to strengthen and include it into the implementation of how cooperation for development is delivered especially in a MIC. The Government too has increasingly recognized the need to involve and strengthen the CSOs in the definition, implementation, monitoring and evaluation of public policies. From 2005 to 2009, the Government began a process of collaboration and incorporation of the CSOs into the decentralization and citizen participation within the democratic transformation of the State aiming at involving citizens and other entities in the design, implementation and evaluation of public policies. This process opened up the possibility that CSOs as well as Non-Governmental Organizations (NGOs) participate in the formulation, implementation and evaluation of policies. These efforts have continued with the new administration that took office in March 2010. As the One UN Programme was developed between the Government and the UN System in 2007, the strengthening and incorporation of CSOs was present throughout the process. One of the 15 joint projects that are being implemented aims at strengthening and developing capacities amongst CSOs at an institutional level in order to improve the effectiveness and success of their participation as key actors in various spaces.</p>	<p>Transaction costs:</p> <p>Achievements:</p> <p>Lessons learned:</p> <p>The 2009 CSI in Uruguay integrated the lessons learned in 2005 and, as a result, it generated new communication strategies between the organizations around the country. It also improved the channels used to disseminate the findings and the means to create alliances with other institutions, and it created synergies with other initiatives. Through the support provided as a DaO pilot experience, this effort built confidence and trust among CSOs as these generated new relationships based in dialogue for the generation of collective actions. Additionally, the CSI showed that capacity building processes can become, at the same time, a learning process for CSOs to improve their ability to analyze, organize, build networks and do advocacy. Noting the high level of diversity attained at the CSI workshops, both in terms of thematic and geographic representation, CSOs recommended the implementation of the CSI at the Departmental levels (local administrative levels) as this would set a baseline for the analysis of the situation of CSOs in different communities. Moreover, this action would also assist in the creation of well-targeted strategies to strengthen the capacities of CSOs at the Departmental level to have an impact on local development processes. It was also recommended that the CSIs should include the possibility of generating indexes by sectors, thus achieving a more precise snapshot of each dimension. Building indexes by sector would take into account the fact that social organizations are not homogeneous and have different strengths and weaknesses depending upon the sector to which they belong.</p>	<p>The implementation of CSI as part of the DaO experience in Uruguay facilitated the processes of generating agreements, becoming a bridge that connected state and social initiatives, and generated spaces and capacities to dialogue in search of a national consensus by including opposition political parties, Parliament, civil society and academia.</p>
<p>In a so-called middle income country as Uruguay, knowledge sharing has become a core element of capacity development tools being employed by the United Nations System to promote development and the MDGs. This project was the driver of a learning and knowledge sharing process in Uruguay as well as among other initial six experiences that have implemented Certification Programmes on Quality Management Systems and Gender Equality in both public and private companies in the region. Although the project started as a result of the of an UNDP and UNIFEM initiative in Uruguay, all the initiatives involved in the regional experience share a unique goal: closing the gender gap at the work place by transforming work structures and human resource management into more equitable and fair practices. Chile, Mexico, Costa Rica, Uruguay, Argentina and Brazil have been part of the initial process promoted by UNDP. Similarly, this joint project has contributed to the development of a methodology for implementing quality management systems with gender equality for its general implementation, alongside with other countries in the Latin American Region that have generated similar programmes adapted to their local environment. The knowledge and information produced as well as the advances made in this joint project are shared among all key stakeholders within the national and local Governments as well as for all UN Agencies in the Country. As the Government has taken significant ownership on the "Delivering as One" process, the knowledge and results generated are broadly disseminated. This joint project provides public and private organizations with knowledge and tools needed to implement quality management systems for gender equality at the workplace such as: staff selection, recruitment, wages, career development, work appraisal, negotiation, communication systems, decision making, work-life balance, sexual harassment, and workplace environment. It also creates the conditions for the country (and countries) to develop an active strategy to promote and ensure the exercise of labor rights by women and men, by encouraging the recognition of organizations for their commitment to gender equality. This recognition is achieved by obtaining certifications for effectively implementing quality management systems for gender equality.</p>	<p>Transaction costs:</p> <p>Achievements:</p> <p>Lessons learned:</p> <p>- Identification of all involved actors at the country level (government, labour, entrepreneurs, etc.) and approaching them early at their highest levels will enhance understanding of the goals for a Quality Management System. An early mapping of stakeholders, identifying their level of involvement would have prevented several of the obstacles faced. For example, the Ministry of Labour as well as the trade unions were not initially identified as potential partners as the programme was initially envisioned for government organizations and enterprises. - Communicate the goals and benefits that will be attained through the process early and clearly. - Commitment and willingness to implement a Quality Management System for Gender Equality needs to have the buy-in and willingness from the highest levels of any organization. Their participation is critical in ensuring commitment, resources, time needed to implement training, and access to evaluate the policies and procedures. - The implementation of the programme needs to be on a voluntary basis for each organization. Enterprises and institutions need to be able to identify with and take ownership of the benefits that will be attained through the process. If these programmes were forcefully imposed, minimal cooperation would be attained to the extent to only comply with the imposed requirement. - Participation of all levels within an organization also needs to be ensured as different levels of operations and hierarchies have specific needs. All affected participants need to be involved in the decision making process as to which measures to implement and how.</p>	<p>- Initial participation of enterprises, organizations, and workers was lax or questionable at best as the issue of gender equality was not usually questioned in their institutions; it was considered to be a "women-only" issue; or it was thought that "gender equality" implied the application of rapid and uncontrolled institutional changes. As enterprises saw the potential benefits of participating in the assessments, implementing the recommended best practices, and obtaining the seal, institutions and their staff began to take ownership of the process and to understand the value of improving equal access and working conditions. Some of those identified benefits are: taking advantage of full sets of skills and competencies of the available staff, increasing the quality of production and services offered by the organizations, improving external image and ability to retain quality workers. - Trade unions too had a degree of mistrust with the project which was often seen as a political maneuver and less as an actual tool that could benefit workers. Through the negotiated cooperation frameworks, and participation in the design processes for the programme, trade unions saw the benefits that derived from it; such as improving worker's rights, improving working conditions for men and women, access to dialogue with organizational hierarchies, etc. - It is necessary to reinforce these programmes to avoid significant modifications and backward steps on the institutional changes attained.</p>
<p>The visit on March of 2008 of the UN Special Rapporteur on Torture, Mr. Manfred Nowak, produced a high-impact report that pointed out the appalling conditions at prisons in Uruguay. Although the document was widely disseminated by the press, the report was not easily available to NGOs, academics and other stakeholders involved in the justice system. The publication of the report allowed the conclusions and proposals contained in it to be placed in the public agenda.</p>	<p>Transaction costs:</p> <p>Achievements:</p> <p>Lessons learned:</p> <p>The DaO experience has demonstrated that together the UN System can deliver normative agenda and messages more effectively.</p>	<p>Germane and solid communication strategies need to be developed and implemented, especially on sensitive topics such as this one, in order to maintain and further enhance fruitful relationships with public national counterparts. In particular, it is of key relevance to reach the political system, civil society and academics. Social changes and institutional transformations are part of long term cultural processes, in which having access to reliable information is needed and welcomed by all actors. The UN System has a strategic role to play in generating spaces and opportunities to share ideas, proposals and technical documents that act as basis for policy development. Providing accurate information, diagnosis papers, "road maps" and recommendations, in which the dissemination of printed materials is a significant exercise, should be a constant activity of the UN.</p>
<p>The joint project, funded by the MDG Fund, "Strengthening of the Cultural Industries and improvement of accessibility to cultural goods and services of Uruguay" began in 2008 with the objective of improving the quality and competitiveness of the goods and services produced in the country by cultural industries as well as to improve access by the most vulnerable social groups to cultural goods as a strategy for the achievement of the MDGs and to strengthen the governability of the Ministry of Culture and Education.</p>	<p>Transaction costs:</p> <p>Achievements:</p> <p>Lessons learned:</p> <p>In order to have adequate communication and incidence as well as M&E strategies long lasting activities have to be thought off and time provided to personnel to work on the adaptation of such changing strategies.</p>	<p>Implement monitoring and evaluation training activities from the beginning for all personnel involved in projects from the beginning. Maintain and update this training along with the M&E systems to incorporate any adjustments made through the process. Communication strategies need to be developed well in time to deliver the desired messages to the intended public. To observe incidence, the projects need to develop and assign resources to this task.</p>
<p>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.</p>	<p>Transaction costs:</p> <p>Achievements:</p> <p>Lessons learned:</p> <ul style="list-style-type: none"> • 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. 	<p>- 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.</p>
<p>The joint programme arises from the emergency situation of the national penitentiary system reflected on the special Rapporteur on Torture, Mr. Manfred Nowak's, 2009 report which noted a constant violation of basic human rights of the prison's inmates on a daily basis. As a response, the Government and Uruguayan society has placed greater emphasis on improving policies and procedures of the penal system. The joint programme's main objective is to support the Government's efforts in the reform of the penal system. To achieve the objective, the programme follows three main work streams. The first is to support the reform processes of the institutions for people deprived of liberty due to judicial decision by promoting a dialogue for the development of a medium to long term strategy to improve the system. The programme's second line of action is related to the execution and increase of the number of alternatives to imprisonment through the support provided to the Probation Monitoring Office. Lastly, the programme is supporting the design and execution of small pilot projects dealing with health, drug consumption and abuse and labor issues in three penitentiary centers working both with men and women. It is worth mentioning that the joint programme is perfectly aligned with the national priorities, and it coordinates its actions with that of other actors of the international community. In this regard, two of the main donors of the country, the European Union and AECID participated in the initial analysis of the situation during the joint programme's design phase; this resulted in an effective and efficient coordination of the activity. The EU agreed to complement the activities of the joint project by: promoting dialogues to facilitate a reform strategy along with a review of the penal code and the penal process; analyzing the labor situation of the people deprived of liberty; developing clear proposals to allow them to work honorably with the recognition by society; and finally developing an analysis of the conditions available for women in the penitentiary centers. The EU's intervention will take place between 2011-2014 for 5 million Euros. During the design phase of the joint programme, and due to the magnitude of the problem, the analysis and dialogue around the situation of the minor offenders was not included in the programme. Nonetheless, a parallel effort -actively coordinated with the joint programme- is being implemented by UNICEF and the Uruguayan Child and Adolescent Institute (INAU).</p>	<p>Transaction costs:</p> <p>Achievements:</p> <p>Lessons learned:</p> <p>It is best not to force dialogue but rather to plan for it, and let it flow during the course of the project implementation.</p>	<p>Coordination with other non-signatory stakeholders to joint programmes is essential to achieve a holistic approach to provide solutions to development concerns. Open dialogue should continue with all stakeholders to best respond to changing circumstances.</p>

2011 Workplan

2011 Workplan																
KEY RESULTS AREA	Expected Outputs	Perf. Indicators	Actual Outputs at Year End	Funds required/spent at Year End								Additional support needed from HQ or Regional Director's Team	Target Date			
				SRC		UNCCF		UN Agencies		Other			Q1	Q2	Q3	Q4
				Req	Spt	Req	Spt	Req	Spt	Req	Spt					
Coordination for Results (WORKPLAN 2011)																
UNCT Contribution to the National Development Plan/Poverty Reduction Strategy/MD and MDGs plan	UN support to formulation/implementation of relevant national strategies or plans e.g. JAS/NDP/PRSP															
	UN plan to support the implementation of the Millennium Declaration, including scaling up MDG initiatives *	Public policies to achieve national goals of MDGs supported (poverty reduction, education improved, gender equality, sustainable development, housing, Human Rights).	a. Number of public policies supported; b. Number of fora organized.		\$2,000.00		\$0.00		\$0.00		\$0.00					
	UN support to capacity development strategies	a. National development capacities supported; b. Strategic and "upstream" technical advice, with special attention regarding its status as MIC through support regarding the debate on graduation/gradation of MICs, technical support provided to the care economy public policy; Technical assistance for the implementation of the Uruguayan Agency of International Cooperation (AUICI for its Spanish acronym) provided; National institutions and initiatives for South-South and triangular cooperation supported; Public policies on sexual and reproductive health bolstered; Capacity building for Governmental sectors focused on people with disabilities; Support to public policies focused on the Afro Uruguayan community within the framework of the International Year of African Descendants (A/RES/64/169); upstream technical and policy support to the National celebrations of the Bicentennial; upstream technical support for the participation to Uruguay in the Conference Rio + 20 provided.	a. Number of mechanisms articulated with ART; b. Status of public policy focused on care economy; c. Status of AUICI; d. Number of South-South and triangular cooperation initiatives; e. Number of initiatives on sexual and reproductive health; f. Number of public policies focused on people with disabilities supported; g. Number of public policies focused on the Afro Uruguayan community bolstered; h. number of meetings focused on providing upstream technical support.		\$8,000.00		\$0.00		\$0.00		\$0.00					
	UN assistance to national authorities for the preparation of the national report on the implementation of the Brussels Programme of Action of LDCs 4 *															
	Formulation/implementation of a transition plan or strategy 5															
Aid Coordination / Management / Paris Declaration	Other															
	Planned efforts to making use of national systems in the areas such as programme/project reporting, PRS/sectoral monitoring and evaluation systems, annual PRS/sectoral performance reviews, national procurement systems, etc															
	UN support to aid coordination/management	Donor harmonization and coordination increased, taking special consideration to the MIC status.	a. Number of lines of action coordinated with other donors; b. Number of roundtables organized; c. South-South cooperation initiatives supported.		\$2,000.00		\$0.00		\$0.00		\$0.00					
UNDAF/Common Programming	Other															
	Efforts to align UN programme cycle with national development cycle *	After UNDAF/UNDAP annual review outputs continue being aligned with national priorities.	a. % of UNDAF/UNDAP outputs that correspond to the 5 major national budget allocations; b. UNDAF/UNDAP annual review aligned with President's Annual Report to Parliament.		\$0.00		\$0.00		\$0.00		\$0.00					
	Preparation of Country Analysis/UNDAF/UNDAP Action Plan															
	Implementation of UNDAF M&E framework *	UNDAF/UNDAP M&E framework in place; UNDAF thematic groups carry out periodical M&E activities.	Nº of thematic groups meetings focused on M&E; b. Number of M&E reports submitted to UNCT; c. Number of M&E reports approved by UNCT.		\$2,000.00		\$0.00		\$0.00		\$0.00					
	UNDAF Annual Review/ UNDAF Evaluation/SOF	UNDAF/UNDAP annual review carried out.	a. Review report finalized, submitted to UNCT and approved by UNCT.		\$2,000.00		\$0.00		\$0.00		\$0.00					
	Other	Field visit from members of UNDAF-UNFFA-UNOPS Executive Boards to Uruguay carried out.	a. Field visit carried out; report submitted.		\$0.00		\$0.00		\$0.00		\$0.00					
	Progress towards UNDAF outcomes (inputs provided by theme group chairs)	UNDAF/UNDAP outcomes and outputs monitored by thematic groups for each development area.	a. Number of thematic groups meetings held; b. Number of reports to the UNCT submitted by the Chair of each thematic group.		\$3,000.00		\$0.00		\$0.00		\$0.00					
	Joint planning initiatives with UN peacekeeping, peacebuilding, political and humanitarian actors (e.g. UNDAF plus, Integrated Strategic Framework) .	Rapport between UNS in Uruguay and National Government strengthened.	a. Number of meetings with high level authorities held; b. list of topics dealt with; c. Number of trainings provided.		\$0.00		\$0.00		\$0.00		\$0.00					
Joint Programmes6	Preparation/ implementation of new Joint Programmes *	a. Second generation of Joint Programmes ("Support for the reform of Institutions for persons deprived of liberty"; "Support for the Design and Implementation of the National Plan for Social and Housing Integration") have been successfully implemented and finalized; b. Number of new joint programmes addressing highest Government priorities.	a. Implementation ratio; b. Number of evaluation reports; c. list of new joint programmes.		\$0.00		\$0.00		\$0.00		\$0.00					

	M&E of Joint Programmes	M&E reports of both Joint Programmes finalized.	a. Number of M&E reports for both joint Programmes submitted and approved.	\$0.00	\$0.00	\$0.00	\$0.00													
	Other	One UN: One Programme: a. New joint programmes designed to be financed through the One UN Coherence Fund. b. Joint projects finalization according to criteria agreed between the UNS and Government monitored. c. UNDAF annual evaluation carried out. d. Adoption of One Single Report promoted. e. Coordination with the donor community to speak, act and work as One donor enhanced. f. Civil Society's participation enhanced. g. Alignment of core resources with interagency programmatic initiatives enhanced. One budgetary framework: a. Follow-up on required documentation to the DaO Expanded Window or other funding mechanism in order to apply for new resources. b. Follow-up and support of the suggestion on revising the criteria to allocate funds for LDC and MIC carried out. One Office: a. Further institutionalization of the OMT supported. b. Follow-up on dialogue with the Government related to the VAT. c. Issues raised at HQs level regarding the necessary harmonization of procedures and processes. One leadership: a. Cross-fertilization missions aiming at exchanging lessons learned and best practices implemented. b. Capacity building for change management supported. c. Dialogue with staff associations enhanced. One Voice: advocacy and communications: a. Effective communication strategy promoting DaO and the UNS developed and implemented, including activities in the Country's interior and with the National University. b. Interagency group of communications strengthened. c. Observance of UN Days planned; activities defined. d. Documentation and information area created. Independent Evaluation of DaO process in Uruguay: a. Base Line for indicators revised. MIC: a. Development of policy/strategy setting out the main programmatic/operational parameters for UN presence/role in MICs supported. b. Participation of the Government and the UN System in Uruguay in high level fora and international multi and bilateral meetings assured, technical support provided. South-South cooperation: a. Programmes aiming at promoting this cooperation modality supported. b. Specific initiatives and activities supported. Strengthening of DaO experience through the support to: a. Independent Evaluation, b. support to the Uruguayan Government in the organization of the Intergovernmental Conference to be held in the country in November; c. enhancement of interagency actions through the effective implementation of UNDAF/UNDAP 2011-2015.	One Programme: a. N° and amount of new joint projects designed; b. N° of agreements implemented; c. One UN annual report submitted; d. List of instances where discussions took place; type of measures adopted; e. N° of meetings with donors; list of agreements; list of coordination strategies. f. N° of meetings with civil society participation carried out; Civil Society initiatives promoted; g. Increase in the ration of regular resources involved in joint programming. One Budgetary Framework: a. Amount of new resources received; b. N° of discussions promoted; list of agreements reached. One Office: a. N° of meetings; new common services identified; b. N° of common services incorporated; c. Decision reached; d. Advances on the VAT exemption issue; One leadership: a. N° of missions; list of topics; b. list of activities carried out; c. N° of activities carried out with staff. One Voice: a. N° of Communications group meetings; b. N° of decisions implemented/N° of decisions reached; c. list of activities carried out; d. percentage of joint activities. Independent Evaluation: Base line indicators developed. MIC: a. N° of publications; workshops organized; b. N° of fora; topics discussed; South – South Cooperation: a. N° of programmes supported; b. Cooperation with other countries regarding the Plan Ceibal One laptop per child supported; N° of additional initiatives; interagency technical assistance developing South-South and triangular cooperation initiatives provided. Support to the Independent Evaluation: a. Preparatory work for the Evaluation Management Group –EMG– (administrative, logistical and technical support for necessary background information provided); b. Planning and organization of field visit to Uruguay and consultations with relevant stakeholders. Intergovernmental Conference: Preparatory process including budgetary preparation support; b. convening organizing group; c. carrying out substantive work; d. prepare and advance documentation; prepare, set up and manage the process; e. gather, organize and publish background materials. UNDAF/UNDAP: a. UNDAF/UNDAP thematic groups in place and carrying out periodical activities; b. number of thematic groups meetings; c. UNDAF/UNDAP M&E framework in place; d. if new Joint Programmes were developed, alignment of new Joint Programmes with the priorities stipulated in the UNDAF/UNDAP; e. Steering Committee has decided over the joint resource mobilization strategy and programmatic priorities.	\$150,000.00	\$0.00	\$0.00	\$0.00													
HACT	Status of HACT implementation/compliance ⁷ in the country *	HACT further applied at country level.	a) Number of additional UN Agencies implementing HACT. b) At least 4 new micro assessments carried out.	\$2,000.00	\$0.00	\$0.00	\$0.00													
	Strengthening national systems/capacities through HACT																			
	Other																			
Gender Equality	UN support to incorporation of gender equality in national planning processes (such as National Development Strategies; PRSPs; SWAPs; Joint Assistance Strategies, etc.)	a. National plan of equal opportunities and rights supported. b. Advocacy supporting national laws and programmes for the promotion of gender equality enhanced. c. UN support to capacity development for political participation of women. d. Technical support to public policies and activities focused on gender-based violence.	a. List of activities carried out; b. N° of programmes and laws supported.	\$3,000.00	\$0.00	\$0.00	\$0.00													
	Capacity development for Gender theme groups to support UNCT to respond to national priorities for gender equality.	Gender Theme Group fully in place and operating.	a. Number of initiatives designed and implemented by Gender Theme Group; b. Number of meetings; c. Number of reports submitted to the UNCT.	\$2,000.00	\$0.00	\$0.00	\$0.00													
	Other																			
HIV/AIDS	Establishment of Joint UN Team on AIDS and implementation of joint programme of support on AIDS *	a. Joint UN Team on AIDS strengthened through advocacy mechanisms. b. Design of new proposals to be submitted to potential funds and to UNAIDS (PAF) supported.	a. N° of advocacy activities carried out; b. N° of proposals designed; actual N° of proposals approved.	\$2,000.00	\$0.00	\$0.00	\$0.00													
	UN support to the national response to AIDS through strengthening the Three Ones *	a. National Commission to Fight AIDS (CONASIDA for its acronym in Spanish) enhanced; b. Governmental project based on proposal to the Global Fund to Fight AIDS, Tuberculosis and Malaria supported.	a. N° of agencies participating in meetings; b. N° of meetings organized; c. topics dealt with; d. amount of budgetary support.	\$2,000.00	\$0.00	\$0.00	\$0.00													
	HIV/AIDS in the Workplace *	Workshops and activities involving UN personnel and their relatives carried out.	List of activities.	\$1,000.00	\$0.00	\$0.00	\$0.00													
	Other																			
Human Rights	Application of Human Right Based Approach	HRBA successfully applied in second generation of Joint Programmes.	HRBA evaluated in the M&E reports of second generation of Joint Programmes.	\$0.00	\$0.00	\$0.00	\$0.00													
	Strengthening the capacity of UNCTs to support national human rights protection systems	Capacities on Human Rights further strengthened through: a. support to public institutions in order to elaborate reports to be submitted to Human Rights bodies; b. follow-up of the reports submitted; c. follow-up of reports elaborated by Special Rapporteurs in 2009 and 2010; d. support to the implementation of National Institution on Human Rights; e. support to the design of the National plan on Human Rights.	a. Number of activities carried out; list of activities; b. list of measures taken. c. actions taken regarding reports of Special Rapporteurs; d. Number of new reports submitted to Human Rights bodies over the required. e. National Institution on Human Rights in place; f. National plan on Human Rights in place.	\$4,000.00	\$0.00	\$0.00	\$0.00													
	Other																			

Common Services and Premises	Status of initiatives to increase collaboration and cost-effectiveness of UN business operations in support of programme delivery (common services and premises)	a. OMT strengthened through regular meetings. b. OMT supported by UNCT. c. New common services identified and implemented.	a. N° of meetings; N° of new initiatives approved; N° of joint system Long Term Agreements (LTAs).	\$1,000.00		\$0.00		\$0.00		\$0.00									
	Other (specify)																		
Other (specify)	Other (specify)																		
Coordination of Emergency Preparedness and Relief (WORKPLAN 2011)																			
Preparedness	Coordination of emergency preparedness efforts of UNCT members and relevant humanitarian actors	National Emergency System strengthened.	a. Number of activities to strengthen the National Emergency System and its institutions; b. Interagency Plan of Emergency Response (PIRE for its Spanish acronym) developed; c. number of interagency activities to enhance UNETE; d. number of contingency plans developed.	\$2,000.00		\$0.00		\$0.00		\$0.00									
Relief	Coordination of humanitarian operations																		
	Establishment of Humanitarian Country Team																		
	Development of a response plan																		
	Other (specify)																		
	Advocacy																		
	Resource mobilization																		
UN Advocacy and Resource Mobilization (WORKPLAN 2011)																			
Joint UNCT Advocacy and Communications	Development/implementation of the UNCT communications/advocacy strategy & plan	Internal and external communication strategy implemented and resource mobilization strategy designed; support to UN high level missions in Uruguay provided.	a. List of UN observances and commemorations organized jointly; b. list of joint publications or awareness campaigns; c. number of meetings with high level authorities from National Government, CSOs, donors and other International Organizations; d. number of public appearances in national media on behalf of the UNS; e. UNS in Uruguay website updated; f. resource mobilization strategy designed.	\$5,000.00		\$0.00		\$0.00		\$0.00									
	Other (specify)																		
Joint UNCT Resource Mobilization Strategy	Development/implementation of RM strategy	UNDAF/UNDAP's resource mobilization strategy implemented. Donors involved through roundtables; Resources from Expanded Funding Window or other funding mechanisms are allocated based on strategy.	Strategy implemented; N° of roundtables; agreements reached; allocation of Expanded Funding Window Funds or other funding mechanisms.	\$0.00		\$0.00		\$0.00		\$0.00									
	Other (specify)																		
Security Management (WORKPLAN 2011)																			
Security	Duty station specific security risk assessment (SRA) for all locations in the country where UN staff are present	SRA prepared in new format and sent to UNDSG for interagency approval.	a.SRA prepared; b. SRA Submitted to UNDSG; c. Interagency approval.	\$0.00		\$0.00		\$0.00		\$0.00									
	Implementation of mitigating measures as identified in SRA																		
	Other																		
	Up to date security plan	Security Plan updated.	MOSS and SRA approved.	\$0.00		\$0.00		\$0.00		\$0.00									
	Security Management Team	SMT strengthened.	a.Introduction to SLS carried out; b. training for 2011 carried out.	\$0.00		\$0.00		\$0.00		\$0.00									
	Implementation of security training for staff																		
Non-Resident UN Agencies (WORKPLAN 2011)																			
Special measures to integrate non-resident UN agencies in UNCT processes	Supporting the Involvement of non-resident UN agencies in the national strategic planning processes/ UN programming	NRA active involvement in One UN initiatives (especially those that have signed the UNDAF: ILO, ITC, OHCHR, UNAIDS, UNCTAD, UNEP, UNIFEM, UNODC and UNODC; and UNHCR) further enhanced through: a. participation in joint programmes; b. Participation in the design of the new joint activities, and c. communication activities continuously promoted.	a. Number of communications established with NRAs; b. NRA participation in meetings; c. number of joint programmes and UNDAF/UNDAP outputs with NRA participation; d. M&E reports that take into account NRA participation; e. technical support provided by NRAs.	\$2,000.00		\$0.00		\$0.00		\$0.00									
	Other (specify)																		
Coordination Capacity of the UNCT (WORKPLAN 2011)																			
Strengthening UNCT Coordination Capacity	RCO Staffing	RCO staff composed by: 1 Coordination Specialist; 1 Communication Advisor; 2 administrative assistants (including OMT support).	a. Effective and efficient support provided to the RC and the UNCT; b. Effective and efficient support to the Intergovernmental Conference in Montevideo.	\$90,000.00		\$0.00		\$0.00		\$0.00									
	Materials/Equipment			\$1,000.00		\$0.00		\$0.00		\$0.00									
	Training of UN staff	a. Two UNCT Retreats. b. DOCO workshops. c. UNCT Leadership and Coordination Skills Workshops.	Number of retreats carried out; number of missions carried out; team spirit enhanced.	\$4,000.00		\$0.00		\$0.00		\$0.00									
	Other (specify)	Thematic Groups restructured and in place.	8 thematic groups in place and operating (one for each of the 4 UNDAF/UNDAP outcomes - i.e. Production area; Environment; Social Development, Democratic governance and Human Rights-, and Communication, Gender, MDGs, OMT).	\$10,000.00		\$0.00		\$0.00		\$0.00									

