

			approach to local development and, in particular, to support pilot initiatives based on the Millennium Development Goals for Governance and sustainable local development was created.														
UN plan to support the implementation of the Millennium Declaration and/or the UNDG Action Plan on the Development Outcome of the World Summit 3 (MDG Action Plan) *	Launching of an MDG campaign rooted in Uruguayan culture through the dissemination of the video on Uruguayan MDGs; Joint activities on migration issues.	Number of agencies using the video on MDGs. Number of joint activities on migration.	Within the framework of the pilot initiative, a communication strategy was developed, including the design of a web page of the system as a whole where the video on the MDGs is included being made available to the general public. A concept note was submitted to the Thematic Window on Youth, Employment and Migration with participation of six UN agencies.	\$3,000.00	\$3,000.00												
UN support to capacity development strategies																	
UN assistance to national authorities for the preparation of the national report on the implementation of the Brussels Programme of Action of LDCs 4 *			N/A														
Formulation/implementation of a transition plan or strategy 5																	
Other																	
Aid Coordination / Management / Paris Declaration																	
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	Ensure that M&E indicators and systems are aligned and integrated with UNDAF M&E Matrix. Monitoring activities carried out as per agreed monitoring mechanism.	Joint UN M&E mechanism finalized and adopted. Key performance indicators developed and adopted. Monitoring mechanism adopted.	A consultant was hired to identify baseline indicators. A document containing the selected indicators was produced. Two meetings were held to define a M&E strategy.														
UN support to aid coordination/management	Enhanced coordination of aid and promotion of effective mechanisms for information sharing among donors and UN agencies, using the UNDAF as a "strategic partnership". This will include a database of all donor projects, exchange of critical information during technical assistance missions, best practices of different aid modalities and aid coordination mechanisms analyzed and recommendations made to the Government, sectoral working groups with Government, UNCT, and bilateral and multilateral donors identified and operational. Develop and convene systematic, quarterly donor coordination meetings around sectoral issues.	Regular staging of the following: Donors/Government/UNCT meetings; Level of consensus and number of collaborative initiatives that emerge from meetings in support of national priorities; Degree of information sharing among donors, UN agencies and the Government (standardized and simplified information sharing amongst donors using an easily accessible online tool, thereby facilitating improved and timely donor coordination, improved quality of information for critical analysis of aid delivery, and in turn allowing for more harmonized and strategic input and monitoring of resources, improved access to information for relevant stakeholders, allowing for a more participatory approach to aid coordination). 2 donor coordination meetings held involving relevant donor organisations in cooperation with the Inter American Development Bank.	Two meetings with donors (Countries from the EU) were held, as well as one meeting with the private sector. 10 Power Point presentations were given to provide information to donors and private sector institutions. As a result of the pilot experience many donors have asked for information, for instance the European Union, as a consequence, a document was prepared. During the Regional Directors' visit, a meeting was organised for embassy representatives and the main cooperation agencies present in the country and the Interamerican Development Bank. Also, a document containing the main lines of the One Programme was distributed to donors during the visit. As a result of the creation of the One UN Coherence Fund within the framework of the One UN Programme, donors, such as Spain, Norway, Italy and The Netherlands, were able to make contributions towards the development of the pilot. A governance structure of the One UN Fund was developed; it is constituted	\$3,000.00	\$3,000.00												

			by a Steering Committee which includes: the Director of OPP (Budget and Planning Office), the RC and the participating agencies. A Consultative Committee was also created where donor and civil society organizations interface.															
Other																		

UNDAF/Common Programming

Efforts to align UN programme cycle with national development cycle *	Agency CPDs, CPAP and AWP fully aligned with UNDAF Objectives Consistent use of UNDAF framework, including CPAPs, FACE, and MDGs to ensure alignment with government processes and priorities, ensuring more cost efficient implementation of programme activities.	Harmonized and aligned AWP sent to Executive Board for approval; Programs and projects aligned with national priorities.	UNDP and UNFPA subscribed their CPD with the Government on January 26, 2007, for the period 2007/2010 perfectly aligned with CCA/UNDAF and UNICEF, in turn, as a result of the MTR of its 2005-2010 Cooperation Programme decided to request an extension until December 31, 2010, to harmonize the cooperation cycle with the other two ExCom Organizations. This fact also contributes to strengthening the "One UN Programme". Besides, the "One UN Programme" covers the period 2007-2010, therefore being aligned with governmental processes and priorities.															
Preparation of CCA/UNDAF																		

Progress towards UNDAF outcomes (inputs provided by theme group chairs) *	UNDAF Theme Groups are operational and restructured according to UNDAF Outcome areas for launching in 2007.	Number of Theme Group meetings; Developed and approved Theme Groups terms of reference; Developed and approved Theme Groups annual workplan; Responsibilities for implementation and monitoring identified.	Currently, there are the following theme groups: "Food Security", "Population and Gender", "HIV - Aids", "One UN Programme". Funds were allocated for the development of different projects: "Food Security": development of the project "Quinoa Production to improve the nutrition, health and income of a group of families in Canelones"; "Population and Gender": developed a TV commercial and organized two roundtables to discuss violence against women; "HIV - Aids": The theme groups held 12 meetings to coordinate activities. Please see complementary information in section "HIV in the workplace".	\$19,500.00	\$19,500.00													
--	---	---	---	-------------	-------------	--	--	--	--	--	--	--	--	--	--	--	--	--

UNDAF Annual Review/ UNDAF Evaluation	Progress towards UNDAF monitored; Joint UNDAF M&E system established with appropriate performance indicators and targets. UNDAF Steering Committee established, providing guidance, advice and decisions for implementation of activities by the UNDAF Theme Groups.	Monitoring and evaluation mechanism well functioning. UNDAF monitoring and evaluation indicators revised and adopted. Core members of the UNDAF Steering Committee designated by UN agencies as well as inclusion of representatives of donors, CSOs, academia and other partners in the committee ensured. No of UNDAF Steering Committee meetings organized.	2 Monitoring and Evaluation meetings carried out. Expert hired to define indicators and baseline. Indicators selected.	\$5,000.00	\$5,000.00													
Other																		

Joint Programmes

Preparation/ implementation of new Joint Programmes *	UN REFORM a) A steering committee for the ONE UN established. b) Concept note on UN reform adopted. c) A ONE UN Programme adopted. d) A UN System (including NRAs)in Uruguay baseline established and	Evidence of progress on implementing the roadmap to ONE UN in Uruguay. Evidence of knowledge development and improved information sharing. Evidence of knowledge applied to UN programming.	UN REFORM a) A Steering Committee to approve projects financed with the "One UN Coherence Fund" was created, on 5 December. b) Concept note adopted. c) The design of the "One UN Programme" involved more	\$250,000.00	\$250,000.00													
--	---	---	--	--------------	--------------	--	--	--	--	--	--	--	--	--	--	--	--	--

	<p>benchmarks identified. e) An effective monitoring mechanism put in place to measure progress and feed the decision-making process by the UNCT. f) Capacity assessment and skills profile of the UN System. g) Agreement reached on mechanisms of implementation of joint programmes. h) Support and advisory services provided to the RC and UNCT for the ONE UN programme. i) Effective communication strategy promoting ONE UN developed and implemented. j) A series of management training and workshops conducted for UN colleagues. k) Lessons learned after 9 months gathered, compiled and disseminated, to be followed up in 2008.</p> <p>Explore and develop joint programmes, joint projects and joint initiatives on UNDAF areas of cooperation: Statistical capacity, sectorial policies (education, health, social security) HIV/AIDS, Development, Gender. Training on joint programme modalities. Constraints and opportunities of Joint Programmes identified and strategies for implementation formulated. Establishment of oversight mechanism for the common assessment of performance.</p> <p>Exchange of staff (Programme and Operations) among Ex Com agencies.</p>	<p>Number of initiated joint programs and projects. UNCT capacity to jointly respond to development challenges enhanced. Mechanisms for exchange of staff between the Ex Com agencies operational.</p>	<p>than 20 meetings and discussions with government counterparts. The One UN Programme was finally signed with the Government on 19 October. Until now, 18 agencies have signed it. 9 new projects were included. d) Baseline established and indicators identified. e) Monitoring mechanism adopted. f) Capacity assessment carried out. g) A set of TORs for the One UN Coherence Fund was adopted including the criteria for resource allocation. h) Two consultants were hired so as to provide advice to the UNCT during the design of the One UN Programme. i) A communication strategy promoting the One UN initiative is being implemented. A new web page has been designed, which includes information on the NRAs. j) In the framework of the UN Reform, a workshop on joint programming was carried out on 1 November, as well as one on change management, on 13-14 December. k) Document containing lessons learnt developed and distributed. Joint programmes developed in all relevant cooperation areas from UNDAF.</p> <p>To develop the joint project to be presented to the Thematic Window on Culture and Development, 10 meetings were held.</p> <p>To write the concept note to be submitted to the Thematic Window on Youth, Employment and Migrations, 3 meetings were held and one conference call.</p>													
M&E of Joint Programmes	Common UN data base of joint programmes developed and maintained by the Office of the Resident Coordinator to record new joint programmes. Increased information sharing, planning, analysis and/or review of joint programmes.	Regular reporting mechanism to the UNCT/Theme groups on Joint programme progress, constraints and opportunities for expansion. Database accessible to UNCT. Office of the Resident Coordinator to update the UNDO database on joint programmes. Lessons learnt documented and shared with UNCT.	Database on joint programmes compiled and disseminated.													
Other																
HACT																
Plan for the roll-out/implementation 7 of HACT in the country *	Harmonized cash transfer rolled out. HACT taskforce to train UN ExCom agencies staff (and other interested agencies). Preparation of training material and training of implementing partners. Implementation of FACE.	Percentage of transactions where HACT is successfully used. Training for UNCT and partners on HACT. All operations and programme staff of UN ExCom agencies trained. Number of implementing partners trained. Monitoring and control mechanisms in place. Usage of FACE by UN agencies.	Harmonized cash transfer rolled out. UN ExCom agencies staff trained. FACE implemented. HACT successfully used in 90% of transactions.	\$2,000.00	\$2,000.00											
Strengthening national systems/capacities through HACT	Micro Assessment of Harmonized Approach to Cash Transfers conducted. Training of the UNCT on Harmonized approach to cash transfers.	Final report of micro assessment produced and shared with UNCT and relevant Government Ministries.	Micro Assessment of Harmonized Approach to Cash Transfers conducted. UNCT was trained on Harmonized approach to cash transfers.													
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.)													
Gender theme groups able to support enhanced effectiveness of UNCT to respond to national priorities for gender equality	Joint programming on Gender is extended. Incorporating gender mainstreaming training for the UN system and in UN programmatic activities.	Gender mainstreaming training facilitates multiple UN agency participation.	Joint programming on Gender was extended. There are six agencies actively working on gender issues. A project was designed and submitted to the Thematic Window on Gender. An interagency report was submitted to the CEDAW. UNICEF HQ is preparing an oral presentation on Uruguay CEDAW report.										
Other													

HIV/AIDS

Establishment of Joint UN Team on AIDS and implementation of joint programme of support on AIDS *	Joint programming on AIDS improved and better aligned with the national processes and better serving needs in the country.	Development of a UN Country Support Programme , and its endorsement by the UNCT.	Within the framework of the "Delivering as One" initiative, on December 17 a workshop was held, co-hosted by the UN and the Ministry of Health, regarding the reform of the Health System being carried out in the country. Design and implementation of an Advertising Campaign on AIDS. Financial support to groups of people affected by HIV. Survey on protection and risky practices. Research work with male sexual workers. Support to national entities in charge of developing HIV/AIDS-related policies. The presidency of the HIV/AIDS Theme Group has changed from PAHO/WHO to UNICEF.										
UN support to the national response to AIDS through strengthening the Three Ones *	Capacity Building Programmes/Advocacy developed; Assistance to the finalisation and implementation of the national HIV/AIDS Strategy. National coordinating mechanism strengthened.	Uruguayan institutions benefitting from capacity building programmes; No. of women and men reached by advocacy programmes. Evidence of more efficient utilisation of results.	Consultant hired to coordinate the activities of the Ministries of the Interior, Defense and Health to strengthen their capacities of prevention of sexually transmitted diseases as well as promote sexual and reproductive health within the military and police. Implementation of a marketing campaign with publications and product allocation messages.										
HIV/AIDS in the Workplace			Staff members went on mission to Panama on 2-7 December to attend a workshop called "Facilitators' training workshop on the United Nations' learning strategy on HIV/AIDS." A report suggesting HIV/AIDS prevention measures to be implemented in the UN offices was prepared.										
Other													

Human Rights

Application of Human Right Based Approach													
Strengthening the capacity of UNCTs to support national human rights protection systems													
Other													

Coordination of Humanitarian/Natural Disaster Operations

Coordination of humanitarian operations			Coordinated relief efforts for floods suffered in the country in June-July 2007. 4 missions of international consultants from the BCPR.								\$35,831.00				
Preparation of crisis prevention/natural disaster operations/plans	Government supported in preparing Emergency Preparedness and Response (EPR) Plan for early warning.	Emergency Preparedness and Response plan implemented. National Disaster Management capacities strengthened.	As a consequence of the floods that took place in May 2007, the following measures were taken to improve operations and communications between UNS, relief organizations, and the Government: 1) The country requested a mission from OCHA; 2) A pledging conference was held; 3) A workshop on vulnerability, adaptation and management of environmental risks in Latin America was held; 4) A workshop to train the Interinstitutional Support Group for flood victims was held; 5) A workshop on capacity strengthening for the National Emergency System was held. Also, 4 meetings were held by the new UNETE (UN Emergency Team) in the country.					\$25,000.00	\$25,000.00						
Contingency Plan initiatives	Avian Influenza coordination mechanisms, supported Government leadership and incorporated donor and civil society. AI preparedness and response properly coordinated.	Emergency plan in place. Up-to-date A.I contingency plan.	Emergency plan fully functional. Contingency plan updated.												
Other															

Common Services and Premises

Planned initiatives to increase cost-effectiveness of UN operations, incl. common administrative services and common arrangements in support of programme delivery (including Joint Office initiative)	A streamlined common services system of the UN system agencies; Expansion of common equipment/suppliers list. Common services Workshop/Common services committee to review: economies of scale achievable via travel, recruitment, temporary staff pool, conference/workshop management, staff development. Explore the feasibility of "one budget framework" aligned with the common programme framework.	Establishment of Operation Working Group with sub-groups working in specific areas. Encourage common services to be used not only by UN agencies but also by donors at large. Rationalized support services, harmonized procedures in place, Uruguay being a ONE UN country pilot in 2007.	An Operations Group was created with the aim of working on cost-effectiveness. ToRs were adopted. The group held 10 meetings during the year. Courier, transport and post services: a call for bids was published and information proposals are being analyzed. Hotels: information regarding special tariffs for agencies has been distributed. Communications: special tariffs are being negotiated with the state owned enterprise. Office materials: joint purchases of paper are being organized, the first took place in 2007. Travel: a call for bids was organized. The creation of a Virtual Documentation Centre is currently under consideration. A consultant was hired to provide legal advice.												
Planned initiatives on common premises	Identification of the possibilities for a common UN House is continued.	No of premises identified or works on expanding current UN Premises.	Possibilities for a common UN House are being identified jointly with the Government. The premises visited were not adequate.												
Other															

Other (specify)

Other (specify)															
-----------------	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--

Result Area 2: UN Advocacy and Resource Mobilization

Joint UNCT Advocacy and Communications

Development/implementation of the UNCT communications/advocacy	UN Advocacy: Improve UN advocacy through promotion of UN system as a whole and	Participation levels of UN agencies in the UN day celebration programmes. UN	a) UN Days celebrated jointly by UNCT (62 Anniversary, Human Rights' week). b) UN	\$600.00	\$600.00						\$2,922.00				
--	--	--	---	----------	----------	--	--	--	--	--	------------	--	--	--	--

strategy & plan	<p>its contribution to development results. Initiatives include: · UN Days celebrated jointly by the UNCT · Produce 2007 UN calendar UN Web Site: · Strengthen the UNCT website to become an online resource centre for UN staff and the general public with easily accessible resources on MDGs and other key development information, explore potential for interactive discussion forum. Internal Communication: Develop and maintain interactive information tools to enable sharing of knowledge and more interaction between agencies. External Communication: Build network with government, donors and civil society (development partners) to increase and present a platform and re-position the UN as ONE. Replication of the Human Rights 'week initiative. Development and implementation of partnerships with key media.</p>	<p>Days Programme endorsed by the UNCT. External and internal communication strategy developed and implemented. Number of press releases and UN statements in key media. These activities are part of the One UN pilot initiative and thus reflected in the One UN Budget.</p>	<p>website was completely restructured adding new capabilities of information dissemination, reaching all expected outputs. c) On October 24, among the activities regarding UN Anniversary, a celebration took place in Parliament, two artistic performances were held with the aim of emphasizing the role of the UN in defense of Human Rights, there leaflets referring to the celebration and to the UN commitment in defense of Human Rights were handed out, besides, a lunch was organized by the Staff Association d) Production of Human Rights' Week initiative was achieved, a concert was given on 19 December where more than 4000 people participated, staff members and their families were invited. The IDB contributed in resource mobilization for this activity. e) Town Hall to inform staff about the One UN process and activities, on 17 December.</p>																
Other																			

Joint UNCT Resource Mobilization Strategy

Development/implementation of RM strategy	<p>Strengthening of the UNDP/UNFPA Programme Support to Local Development and Governance - ART Uruguay Partnerships with bi and multilateral cooperation (UN Agencies, the IDB, the EU, Spain, Italy, France and Canada cooperation agencies, NGOs) and a dozen decentralized cooperation entities from Spain and Italy developed.</p>	<p>Number of intergrated approaches identified and partnerships developed.</p>	<p>ART programme supported by UNDP, ILO, UNFPA, UNIFEM, UNOPS. Partnerships with the IDB, the EU, Spain, Italy, France and Canada cooperation agencies.</p>																
Other																			

Result Area 3: Non-Resident UN Agencies

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	<p>Support provided to external visiting missions. Regular communication with non-resident agencies established and improved integration into national activities Establishment of focal point for non-resident agencies in RCO.</p>	<p>No of missions and objectives towards the goals of the UN System. All non-resident agencies are presented on the website. Regular updates on activities. Non-resident agencies, Non- UN agencies and resident agencies have a better understanding of each other's activities and may consider joint programmes, in order to effectively deliver a multi-sectoral approach to development (with due attention to cross-cutting issues). Focal point established.</p>	<p>NRAs were involved by being kept informed of the development of activities regarding the pilot, 9 NRAs signed the One UN Programme. Permanent communications were maintained and an issue paper was prepared to keep them updated of the main activities carried out in the framework of the pilot. An NRA specialist was hired in RCO (UNDP contribution).</p>	\$500.00	\$500.00														
Other																			

Result Area 4: Coordination Capacity of the UNCT

Strengthening UNCT Coordination Capacity

RCO Staffing	<p>RCO and UN System Coordination strengthened for UN Reform implementation: RCO staff conformed by: 1 RC Advisor (fund to be secured from September to December) Italian bilateral contribution. 1 Administrative Assistant 1</p>	<p>Extent to which the RC Office is strengthened to effectively carry out its mandat implementing current reforms aimed at a more effective, efficient, coherent, coordinated and better-performing United Nations country presence</p>	<p>Strengthened and improved coordination within the UNCT and NRAs. Contributions to resource mobilization were received from Italy, as well as from UNFPA.</p>	\$47,000.00	\$47,000.00					\$86,573.37	\$86,573.37							
--------------	--	---	---	-------------	-------------	--	--	--	--	-------------	-------------	--	--	--	--	--	--	--

	Administrative Assistant & Communication Officer.	Personnel currently present with a strengthened role of the Resident Coordinator. Quick response to challenges and opportunities of piloting ONE UN.															
Materials/Equipment	Fully functioning work space with office furniture.	A well- functioning RC 's office	Procured new IT equipment to accomodate RCO staff and improve working conditions.	\$12,000.00	\$12,000.00												
Training of UN staff	Effective coordination at a country level through monthly UNCT meetings, annual retreats, orientations and field trips to include participation of resident and non-resident agencies. UNCT trainings. Joint Programme Workshop organized to identify joint programme areas and developed draft joint programmes emanating from UNDAF Joint responses to strategic issues that emerge during the year. Joint ATLAS training for UN staff members. Workshop on strengthening UN mindset to improve the common understanding, values and coordination capacity of the UN System. Engagement with UNDG through collaboration, participation in UN taskforces and attendance at training/network meetings.	Participation of all UN agencies in UNCT retreat. Draft UNCT Annual Report 2006- Draft UNCT Work Plan for 2007. Retreat Programme (ONE UN and its implications). Trainings received. Number of strategic initiatives developed.	Held 1 retreat to inform personnel on the pilot experience; 1retreat on change management with support from DGO staff; 1 communications regional meeting; 2 RCO retreats to work on strategic planning regarding the development of the pilot initiative; 12 UNCT regular meetings and 10 ad hoc meetings throughout the year; Regional Directors visit, 30-31 July.	\$17,000.00	\$17,000.00												
Other																	
TOTAL				\$359,600.00	\$359,600.00	\$0.00	\$0.00	\$25,000.00	\$25,000.00	\$86,573.37	\$125,326.37						

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
"Producción de Quinoa (Chenopodium quinoa wild) para mejorar la alimentación, salud e ingresos de las familias del Grupo Mucachi, Canelón Chico, Canelones, Uruguay"	Community Development	"By 2010 the country will have advanced in the generation of capacities for the incorporation of knowledge, innovation and diversification in the process of production of goods and services oriented to sustained and sustainable growth."	2007 - 2008		FAO	UNDP	Ministry of Livestock, Agriculture and Fishery; Faculty of Chemistry; School of Nutrition	\$10,000.00	RCO RCO funds \$10,000.00
"Propuesta para intervención en la recuperación psico social de las localidades afectadas por las inundaciones en el mes de mayo de 2007", INTERAGENCY ACTIVITY within the framework of: "Proyecto de intervención psico social y pedagógica CES-INAU".	Children	"By 2010 the country will have advanced in the formulation and management of policies that facilitate access to high quality, equitable social services, the reduction of discrimination and the promotion of social integration processes"	2007 - 2007				Secondary Education Council National Institute for Children and Adolescents	\$70,000.00	UNFPA UNFPA \$50,000.00 UNESCO \$20,000.00
"Censo Nacional 2007 de Centros de Educación en la Primera Infancia"	Children	"By 2010 the country will have advanced in the formulation and management of policies that facilitate access to high quality, equitable social services, the reduction of discrimination and the promotion of social integration processes"							
"Guía para padres", INTERAGENCY ACTIVITY within the framework of the "Proyecto Ceibal".	Education	"By 2010 the country will have advanced in the formulation and management of policies that facilitate access to high quality, equitable social services, the reduction of discrimination and the promotion of social integration processes"							
"Apoyo al proceso de transformación de las políticas de seguridad ciudadana en el Uruguay"	Governance and democracy	"By 2010 the country will have advanced in the effective harmonization of its legislation and national practices relative to international commitments and in strengthening public institutions and the civil society to formulate, execute, follow-up and evaluate public policies"	2007 - 2008			UNDP	Ministry of Interior	\$90,000.00	UNDP UNDP \$90,000.00
"Fortalecimiento nutricional y desarrollo de proyectos de vida".	Food security	"By 2010 the country will have advanced in the formulation and management of policies to eradicate extreme poverty and reduce poverty"	2004 - 2007			UNDP	Ministry of Health. Departmental and Municipal Administration Offices of Canelones. Food National Institute.	\$707,000.00	UNDP Italian Cooperation \$707,000.00
"Fortalecimiento del Sistema Estadístico Nacional."	Governance and democracy	"By 2010 the country will have advanced in the effective harmonization of its legislation and national practices relative to international commitments and in strengthening public institutions and the civil society to formulate, execute, follow-up and evaluate public policies"	2005 - 2008			UNDP	National Institute of Statistics	\$460,162.00	UNDP UNDP/National Government \$460,162.00
"Sistema Integral de protección a la infancia y la adolescencia frente a la violencia."	Youth & adolescents	"By 2010 the country will have advanced in the effective harmonization of its legislation and national practices relative to international commitments and in strengthening public institutions and the civil society to formulate, execute, follow-up and evaluate public policies"							
"Apoyo al diseño de políticas públicas con equidad de género".	Gender	"By 2010 the country will have advanced in the effective harmonization of its legislation and national practices relative to international commitments and in strengthening public institutions and the civil society to formulate, execute, follow-up and evaluate public policies"	2006 - 2007			UNDP	Ministry of Social Development.	\$50,000.00	UNDP UNDP \$50,000.00
"Desarrollo local y género"	Gender	"By 2010 the country will have advanced in the effective harmonization of its legislation and national practices relative to international commitments and in strengthening public institutions and the civil society to formulate, execute, follow-up and evaluate public policies"							
"Diálogo nacional sobre seguridad social"	Employment	"By 2010 the country will have advanced in the effective harmonization of its legislation and national practices relative to international commitments and in strengthening public institutions and the civil society to formulate, execute, follow-up and evaluate public policies"	2007 - 2008			UNDP	Sectoral Committee of Social Security.	\$68,000.00	UNDP/AECI Fiduciary Funds AECI-UNDP \$68,000.00
"Proyecto sobre Educación Sexual y Prevención el VIH/Sida"	HIV/AIDS	"By 2010 the country will have advanced in the formulation and management of policies that facilitate access to high quality, equitable social services, the reduction of discrimination and the promotion of social integration processes"							

Coordination Procedures and Practices

Coordination practices and procedures		
CP	Results	Recommendations to DGO
<p>As a result of the pilot as well as a result of the ongoing inter-agency synergy dynamics, the Agencies strongly invested in the joint programming initiatives and processes. This includes an enhanced presence of the non-Resident Agencies (NRAs).</p>	<p><i>Transaction costs:</i></p> <p>Given the short period of time elapsed since the pilot experience began, significant transaction costs have not yet been incurred. Moreover, it can be said that the decision to draft the "One UN Programme" document with the support of the Office of the Resident Coordinator and experienced colleagues of the UN System in Uruguay, was essential to deepen the sense of ownership. Regarding the overhead costs, it is too early to assess the impact indicators of the UN System at country level, as well as the coordination costs relative to the pilot. Seven percent of indirect costs would be acceptable for the Agencies as long as it were applied to all Agencies alike without exceptions. The Government, in turn, has considered the need to open a dialogue on this issue, so it can be considered and worked out jointly.</p>	<p>(i) The Agencies at the country level should have more autonomy from their respective headquarters to assume initiatives at the local level as well as to decide and implement changes at the pilot country level. To that end, it is key to have the responsibilities in the process clearly assigned. Moreover, the autonomy of pilot countries should be enhanced and promoted more clearly. (ii) Additionally, it is necessary for the Agencies to receive a unified, harmonized and consistent message from their respective headquarters regarding the meaning and priority of the pilot, so that replication of the message is done effectively. (iii) It is considered very positive to receive new missions that help reinvigorate those aspects that are still difficult to develop in the Uruguay pilot experience (change management, dialogue with stakeholders, decision-making mechanisms, leadership, "One UN Office", harmonization of procedures), but it is essential to take into account the quality of Uruguay as a "middle income country", not necessarily sharing the same problems of other pilot countries. It is important to highlight the valuable support provided by DGO, and their will to collaborate in all the necessary aspects of the pilot. (iv) HQ's requirements of reports and information often set deadlines that are difficult to meet, sometimes being against the efficiency and effectiveness the RCO wants to reach.</p>
	<p><i>Achievements:</i></p> <p>The alignment of cooperation plans or programmes of the Agencies and the CCA/UNDAF, in particular among ExCom Agencies, is now gathering momentum with the approval of the "One UN Programme". Efficiency and inclusiveness are objectives recognized as goals whose complementation needed to be attained: the political and strategic decision of the pilot in Uruguay was to weigh inclusiveness to ensure ownership, benefiting the process in terms of quality and respecting the principle of voluntary participation of the Agencies.</p>	
	<p><i>Lessons learned:</i></p> <p>(1) During 2007, several Inter-Agency activities took place, enhancing the pilot. These activities were: a) the work of Inter-Agency Groups in the fields of: Population and Gender; HIV/Aids, and Food Security and Rural Development; b) cooperation to strengthen the "National Statistics System"; c) the programme "Support to Local Development and Governance in Uruguay"; d) work on childhood policies; e) work on rural development; f) work on population and migration; g) work on Health and Gender, and h) the work of the informal group for joint programming in the areas of Youth, Gender and statistical systems. (2) Joint work in the framework of the elaboration of CCA/UNDAF, of the "One UN Programme" and the preparation of the proposals for the Thematic Windows of the Spain MDG Fund, have generated a very fruitful process of inter-personal contact, resulting in deeper knowledge and confidence among professionals and experts in the different Agencies; thus creating an informal network of links that facilitate work and turn it more efficient, sincere and proactive. (3) During the formulation of the "One UN Programme", a key practice was the Inter-Agency meetings, which took place at two levels: one at the level of Heads of Agencies and the other at the level of the technical group. At both kinds of meetings a clear and precise agenda was followed, providing the relevant information as sent out prior to the meeting in order to facilitate advance preparation for it. Moreover, the formulation of joint projects for some specific topics, with contributions from each Agency, followed the objective of harnessing the economies of scale. (4) The participation of non-Resident Agencies is a key element in the process. Nine NRAs have subscribed the "One UN Programme", namely: IFAD, ILO, UNAIDS, UN-Habitat, UNHCR, UNIFEM, UNEP, UNODC and UNWTO. As a result of the pilot, the participation of the NRAs has been significant and highly substantive in the elaboration of joint programmes proposal. In this process, the RCO has acted as a guarantee of the NRAs interests, assuring their representation and involvement. (5) As a result of the cooperation expected, UNDP and UNFPA subscribed their CPD with the Government on January 26, 2007, for the period 2007-2010, perfectly aligned with CCA/UNDAF and UNICEF, in turn, as a result of the MTR of its 2005-2010 Cooperation Programme decided to request an extension until December 31, 2010, to harmonize the cooperation cycle with the other two ExCom Organizations. On October 19, 2007, the "One UN Programme" was signed by the Government and the UN System. 17 Agencies (8 Resident and 9 non-Resident) and IOM have signed this document. (6) The broad inclusion of agencies, the mandates of which are not directly related to execution (ECLAC), of non-Resident Agencies and even of agencies that do not belong to the UN System, like the IOM that, through a very active participation in the pilot process, is more committed than ever to the Inter-Agency collaboration. (7) The conviction about the utility of the planning process in the achievement of long-term objectives is being built since the CCA/UNDAF process, leading to a stronger consensus in this matter. (8) In terms of communications and visibility of the UN system, it must be pointed out that, although still very linked to events or activities that the System traditionally develops as one (UN Day, Human Rights Day), its presence in the mass media has increased, while the use of the common slogan, "Delivering as One", follows the objective of reinforcing the external UN image as coordinated and efficient. (9) Due to its neutral position, its progressive and enhanced legitimacy, and its technical capacity, the RCO has had a key role in the process, ensuring a balanced participation of all the Agencies involved.</p>	

2008 Workplan

UNDAF Outcomes	
1. "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".	The development of the projects contained in the One UN Programme Outputs and Resources Matrix, together with the 10 additional projects to be financed with the One UN Coherence Fund, will contribute in achieving all the UNDAF outcomes.
2. "By 2010 the country will have advanced in the design and management of policies to eradicate indigence and reduce poverty".	
3. "By 2010 the country will have advanced in the design and management of policies which will make possible more equitable starting conditions, increased access to good social services, confronting discrimination, promoting processes of social integration".	
4. By 2010 the country will have advanced in the adjustment of national legislation and practices to its international commitments, in the strengthening of public and civil institutions for the design, execution, monitoring and evaluation of public policies.	

2008 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 (WORKPLAN08)																
UNCT Contribution to the National Development Plan/Poverty Reduction Strategy	UN support to formulation/implementation of relevant national strategies or plans e.g. JAS/NDP/PRSP	National Development strategy strengthened through coordinated UN support. Support provided to the OPP (Office of Planning and Budget) so that it fully engages in building efforts towards development of national plan.	Number of coordinated recommendations implemented. Communications system established and working. Effective participation of the OPP in projects aiming at poverty reduction.		\$3,000.00		\$0.00		\$0.00		\$0.00					
	UN plan to support the implementation of the Millennium Declaration and/or the UNDG Action Plan on the Development Outcome of the World Summit³ (MDG Action Plan) *	Awareness raised on MDG challenges and achievement.	Number of roundtables organized. Number of organizations participating at the roundtables. News and information published in media. Number of journalists duly informed on the MDGs through their access to information kits and training.		\$4,000.00		\$0.00		\$0.00		\$0.00					
	UN support to capacity development strategies				\$0.00		\$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 *	N/A	N/A	N/A									N/A			
	Formulation/implementation of a transition plan or strategy ⁵	N/A	N/A	N/A									N/A			
	Other															
Aid Coordination / Management / Paris Declaration	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	All UN Agencies to use the same format for annual workplans.	Number of agencies using the same format.		\$0.00		\$0.00		\$0.00		\$0.00					
	UN support to aid coordination/management	Coordination and promotion enhanced by implementing effective mechanisms for information sharing among donors and UN agencies. Begin georeferential database containing information about civil society counterparts (per Agency, beneficiary) and the different projects the Agencies develop in the country (considering beneficiary and counterparts), to make systematized information available to the Government, donors or other counterparts. Systematic, quarterly donor coordination meetings around	Meetings held with Government, civil society, donors and other counterparts so as to define strategies together regarding aid coordination/management in the framework of the One UN initiative. Georeferential database advanced. Availability of aid information and cooperation efforts on the website.		\$7,500.00		\$0.00		\$0.00		\$0.00					

		sectoral issues continued and enhanced.																	
	Other																		
UNDAF/Common Programming	Efforts to align UN programme cycle with national development cycle *	Each agency Programming tool, CPD, CPAP and AWP is consistent with UNDAF and One UN Programme objectives.	Number of agencies whose programming tools, CPDs, CPAPs and AWP are consistent with UNDAF and One UN Programme objectives. Percentage of projects linked to UNDAF and One UN Programme objectives.		\$0.00		\$0.00		\$0.00		\$0.00								
	Preparation of CCA/UNDAF																		
	Implementation of UNDAF M&E framework *	UNDAF mid-term review carried out. Plan for restructuring the UNDAF Theme Groups completed according to the results obtained from the monitoring and evaluation process.	Mid term review report compiled and disseminated. Plan for restructuring the UNDAF Theme Groups completed.		\$5,000.00		\$0.00		\$0.00		\$0.00								
	UNDAF Annual Review/ UNDAF Evaluation	1) Annual review jointly conducted with the OPP and key counterparts drawing from sector reviews and reports. 2) A joint document containing both UNDAF and One UN Programme review finalised and approved by the Government and the UNCT.	UNDAF and One UN Programme annual review jointly approved by the Government and the UNCT.		\$5,000.00		\$0.00		\$0.00		\$0.00								
	Other																		
Joint Programmes	Preparation/ implementation of new Joint Programmes *	Since Uruguay is a One UN pilot country and since the special allocation for the pilot must appear under a single title, all the outcomes and indicators related to joint programming and the other three pillars will be reflected under "other".			\$0.00		\$0.00		\$0.00		\$0.00								
	M&E of Joint Programmes	M&E system for the One UN Programme completed, incorporating appropriate indicators, baselines, and expected results. Common UN data base of joint programmes developed, maintained, and made available for use by the Office of the Resident Coordinator to record new joint programmes. UNEG evaluability mission and study supported.	Number and percentage of outcomes for the One UN Programme that have indicators assigned, baselines developed, and expected results. Number of projects incorporated, maintained, and made available in the database. Successful completion of the UNEG evaluability mission and study.		\$2,000.00		\$0.00		\$0.00		\$0.00								
	Other	ONE UN: a) One UN Programme: 1. Priority joint programmes drawing from the UNDAF and One UN Programme identified and formulated. 2. Priority joint programmes approved, funded and implemented, including those new projects funded through the One UN Coherence Fund. 3. Involvement of joint programme stakeholders enhanced by holding regular meetings with civil society to follow up on activities developed by the UN System in the framework of the pilot. 4. Monitoring and evaluation system involving the One UN Programme and the whole pilot. 5. Identify currently funded agency projects which could become part of a cooperation niche to maximise coherence, efficiency and effectiveness of the system. 6. Hands-on experience on the implementation of other pilots, sharing of lessons learned in Uruguay (exchange of personnel) organized and carried out. b) Change management: 1. Capacity studies to assess staff's strengths and weaknesses. 2. Training of UN staff conducted in capacities related to the activities of the pilot as well as NEX execution modality, joint project formulation, change management, operations.	a) One UN Programme: 1/2. Number of joint projects identified, formulated, approved, funded and implemented; number of agencies involved; resources mobilized. 3. Number of meetings held with civil society. 4. Indicators and baselines defined. 5. Number of cooperation niches created. 6. Number of exchanges with other pilot countries and number of staff members that participated. b) Change management: 1. Profiling reports elaborated, distributed and discussed. 2. Number of training activities conducted. 3. Number of initiatives identified; number of discussions held. 4. Multi year change plan developed. c) One Office: 1. a. Number of areas that have been integrated in the "One Office" pillar. b. Number of suppliers that are common to agencies. 2. Number of possible premises identified d) Pilot specific issues: a. Communications: 1) Enhanced communication on ONE UN. b. MIC 1) Concept and strategy papers elaborated, disseminated and discussed. Number of consultancies and events.		\$150,000.00		\$0.00		\$0.00		\$0.00								

		strategic planning. 3. Identification of critical change initiatives needed for the pilot through facilitating discussions on aspects of One UN where agreement has not yet been reached. 4. Business process analysed and redesigned. c) One Office: 1. Support in the identification of overlapping/shared human resources, coherent management of contracts and common suppliers. 2. Common premises identified. d)Pilot specific issues a. Communications: 1)Effective communications strategy promoting ONE UN developed and implemented. b. MIC concept: 1) Shared experiences in joint programming with other MICs in Latin America to promote the incorporation of the concept to programmatic activities.															
HACT	Plan for the roll-out/implementation 7 of HACT in the country *	Implementation of HACT finalized by ExCom agencies. Local staff trained on the use of HACT. All UN implementing partners trained in the use of FACE. Macro and Micro assessments completed and disseminated to UN agencies.	Number of agencies that use HACT consistently. Percentage of transactions where HACT is successfully used. Percentage of staff trained in the use of HACT. Number of implementing partners using FACE. All other UN agencies informed about HACT.		\$2,500.00		\$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.)				\$0.00		\$0.00		\$0.00		\$0.00						
	Capacity development for Gender theme groups to support UNCT to respond to national priorities for gender equality.	Support the implementation of the National Plan on Equal Opportunities and Rights aimed at strengthening gender mainstreaming in public policies. Conduction of advocacy events on gender equality.	Number of specific projects that support mainstreaming of gender within all joint programmes in order to support capacity building and implementation of the National Plan on Equal Opportunities and Rights. Number of press releases highlighting gender equality issues or initiatives supported by the UN System conducted in 2008.		\$4,000.00		\$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 *	Joint UN Team on AIDS established and functioning under UNCT leadership. Joint programme of support on AIDS reflecting UN support to the national strategy being implemented. UN learning strategy on HIV/AIDS for UN staff being implemented.	Enhanced participation of the Government, civil society and the UN System within the Joint UN Team reflected by the number of joint initiatives, awareness campaigns, workshops and meetings. Enhanced participation of UN representatives through UNCT, reflected by number of UNCT meetings where HIV/AIDS is discussed. Awareness and capacity development of UN staff on HIV/AIDS. Number of UN staff participating in the UN Joint Team on AIDS.		\$10,000.00		\$0.00		\$0.00		\$0.00						
	UN support to the national response to AIDS through strengthening the Three Ones *	National Strategic Framework revised. National coordination mechanisms strengthened.	Revised and adopted NSF. Enhanced impact and results through more efficient utilization of resources.		\$0.00		\$0.00		\$0.00		\$0.00						
	HIV/AIDS in the Workplace	HIV/AIDS in the Workplace measures implemented (example: profylactics available in the workplace).	Number of measures implemented.		\$0.00		\$0.00		\$0.00		\$0.00						
	Other																
Human Rights	Application of Human Right Based Approach	Training on Human Rights Based Approach conducted for UN staff. Judicial and Legislative branches	Number of training events held for UN Staff. Number of training events held for the Judicial and		\$2,000.00		\$0.00		\$0.00		\$0.00						

		trained on the human rights based approach through Action 2.	Legislative branches.																
	Strengthening the capacity of UNCTs to support national human rights protection systems	National human rights protection systems in place in the country identified. Strategy to support the national human rights protection systems reviewed and updated. Formalise cooperation from Action 2 Global Programme to strengthen the human rights aspects of the "Delivering as One" pilot initiative.	Recount of protection systems in the country. Existence of an updated strategy on support for national human rights protection systems. Action 2 proposal implemented.		\$2,500.00		\$0.00		\$0.00		\$0.00								
	Other																		
Coordination of Humanitarian/Natural Disaster Operations	Coordination of humanitarian operations				\$0.00		\$0.00		\$0.00		\$0.00								
	Preparation of crisis prevention/natural disaster operations/plans	Coordinated UN support provided to the National Emergency System regarding the action plan on reduction of disaster risk and coordination mechanisms. Analysis conducted on the state of recovery capability of environmental risks. Report developed on lessons learned and good practices for crisis mitigation and preparedness. Bases for a programme and legal framework for the reduction of disaster risk defined and identified.	Analysis report on the state of recovery capability carried out. Lessons learned and good practices report on crisis mitigation and preparedness prepared and disseminated. Programme and legal framework for the reduction of disaster risk defined.		\$7,500.00		\$0.00		\$0.00		\$116,150.00								
	Contingency Plan initiatives				\$0.00		\$0.00		\$0.00		\$0.00								
	Other																		
Security	Security Management Team																		
	UNCT Security Plan	Should a building be identified as suitable for the One UN House or should the decision be to build new premises for the UN System in Uruguay, appropriate security measures will be incorporated in the design, building and or refurbish of the UN premises. Eventual budgetary requirement will be defined when decision made.			\$0.00		\$0.00		\$0.00		\$0.00								
	Other																		
Common Services and Premises	Planned initiatives to increase cost-effectiveness of UN operations, incl. common administrative services and common arrangements in support of programme delivery (including Joint Office initiative)	Common services system of the UN system agencies streamlined. Common equipment/suppliers list expanded. "One budget framework" implemented and aligned with the common programme framework. Common services used not only by UN agencies but also by donors at large.	List of suppliers available for online consultation. Percentage of services that are provided through the common services system. Number of suppliers reflecting cost-effectiveness of procurement process.		\$2,500.00		\$0.00		\$0.00		\$0.00								
	Planned initiatives on common premises	One UN House through moving to an existing building or through constructing adequate premises.	Either: suitable premises identified and refurbished. Or: ToRs for the architectural design and award developed; process carried out. Architectural study available. Resources mobilized and competitive process to award construction work completed.		\$0.00		\$0.00		\$0.00		\$0.00								
	Other																		
Other (specify)	Other (specify)																		
UN Advocacy and Resource Mobilization (WORKPLAN08)																			
Joint UNCT Advocacy and Communications	Development/implementation of the UNCT communications/advocacy strategy & plan	Improve UN advocacy through promotion of the image of the UN System as a whole and its coherent contribution to development results. Initiatives include: 1) Strengthening communication regarding MDGs. 2) Strengthening communication and cooperation with key	1) a. Number of documents produced. 2) a. Number of press releases and UN statements in key media and percentage published in the web site. b. UN Newsletter distributed. 3) Website regularly updated. 4) a. Media campaign awareness implemented. b. Printing of UN		\$17,000.00		\$0.00		\$0.00		\$0.00								

		stakeholders. 3) A website effectively serving the information and learning needs of the UNCT. 4) Maintain partnerships with key media (visits with journalists to different locations where joint initiatives are being developed by the Agencies). 5) UN observances organized jointly by the UNCT .	Calendar, Agendas. 5) a. Participation levels of UN agencies in the UN day celebration programmes. b. Recount of activities conducted for the 60 anniversary of the Declaration of Human Rights.														
	Other																
Joint UNCT Resource Mobilization Strategy	Development/implementation of RM strategy	New resources from bilateral, decentralized, south-south cooperation mobilized. Development of a strategy to involve the private sector in the support to the UN pilot and joint UN System initiatives.	Criteria for fund allocation and mid-term strategy developed and approved by UNCT. Number of donors providing funds. Amount of resources available. Number of meetings held with private sector organizations. Number of joint activities with the private sector.		\$0.00		\$0.00		\$0.00		\$0.00						
	Other																

Non-Resident UN Agencies (WORKPLAN08)

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	Ensure that NRAs make relevant contributions to joint programming and One UN pilot processes. Continue to circulate all relevant substantive documents, outcomes of UNCT meetings, quarterly reports, to NRAs. Invite participation to Country Team retreats, meetings where appropriate.	Regular updates on activities. Recount of programmes and projects where non-resident agencies participate. Regular inputs received from NRAs.		\$2,500.00		\$0.00		\$0.00		\$0.00						
	Other																

Coordination Capacity of the UNCT (WORKPLAN08)

Strengthening UNCT Coordination Capacity	RCO Staffing	RCO staff conformed by: 1 RC advisor. 1 Coordination assistant. 1 temporary assistance support staff. 1 communication assistant.	Evidence of added value of policy advice to ensure effective dialogue and communication with partners. More effective UN coordination and adequate management of UNCT processes. More effective dialogue among partners. Efficient response to requirements of the pilot initiative.		\$99,964.00		\$0.00		\$0.00		\$0.00						
	Materials/Equipment	RCO working conditions are suitable to address RC and UNCT demands and perform corresponding responsibilities.	Audiovisual, ITC and furniture supplies for RCO staff.		\$14,500.00		\$0.00		\$0.00		\$0.00						
	Materials/Equipment				\$0.00		\$0.00		\$0.00		\$0.00						
	Training of UN staff	Evidence of knowledge applied to UN programming and other processes.	Team building retreat. Training on capacity building for change management. Training of UN staff on joint programmes leading to the formulation of joint projects. OMT (Operations Management Team) positioned to support the One UN pilot by training in funding mechanisms and instruments. Training of RCO Staff. (see also "One UN")		\$9,500.00		\$0.00		\$0.00		\$0.00						
	Other																

TOTAL					\$350,964.00		\$0.00		\$0.00		\$116,150.00						
--------------	--	--	--	--	--------------	--	--------	--	--------	--	--------------	--	--	--	--	--	--