

**United Nations  
Development Assistance  
Framework in Uruguay  
2011-2015**

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## Acronyms and abbreviations

AGESIC	<i>Agencia para el Desarrollo del Gobierno de Gestión Electrónica y la Sociedad de la Información y del Conocimiento</i> (Agency for the Development of e-Government and the Information Society)
ANEP	<i>Administración Nacional de Educación Pública</i> (National Public Education Administration)
ANII	<i>Agencia Nacional de Investigación e Innovación</i> (National Agency for Research and Innovation)
BPS	<i>Banco de Previsión Social</i> (State Pension Fund)
CCA	Common Country Analysis
CINTERFOR	<i>Centro Interamericano para el Desarrollo del Conocimiento en la Formación Profesional</i> (Inter-American Centre for Knowledge Development in Vocational Training)
ENIA	<i>Estrategia Nacional para la Infancia y la Adolescencia</i> (National Strategy on Children and Adolescents)
FAO	Food and Agriculture Organization
ILO	International Labour Organization
INE	<i>Instituto Nacional de Estadística</i> (National Statistics Institute)
IOM	International Organization for Migration
ITC	International Trade Centre
JND	<i>Junta Nacional de Drogas</i> (National Drugs Board)
LATU	<i>Laboratorio Tecnológico del Uruguay</i> (Technological Laboratory of Uruguay)
MDN	<i>Ministerio de Defensa Nacional</i> (Ministry of National Defence)
MEC	<i>Ministerio de Educación y Cultura</i> (Ministry of Education and Culture)
MEF	<i>Ministerio de Economía y Finanzas</i> (Ministry of Economy and Finance)
MGAP	<i>Ministerio de Ganadería, Agricultura y Pesca</i> (Ministry of Livestock, Agriculture and Fisheries)
MI	<i>Ministerio del Interior</i> (Ministry of the Interior)
MIDES	<i>Ministerio de Desarrollo Social</i> (Ministry of Social Development)
MIEM	<i>Ministerio de Industria, Energía y Minería</i> (Ministry of Industry, Energy and Mining)
MINTUR	<i>Ministerio de Turismo y Deporte</i> (Ministry of Tourism and Sports)
MRREE	<i>Ministerio de Relaciones Exteriores</i> (Ministry of Foreign Affairs)
MSP	<i>Ministerio de Salud Pública</i> (Ministry of Public Health)
MTOP	<i>Ministerio de Transporte y Obras Públicas</i> (Ministry of Transport and Public Works)
MTSS	<i>Ministerio de Trabajo y Seguridad Social</i> (Ministry of Labour and Social Security)
MVOTMA	<i>Ministerio de Vivienda, Ordenamiento Territorial y Medio Ambiente</i> (Ministry of Housing, Land Management and Environment)
OHCHR	Office of the United Nations High Commissioner for Human Rights
ONSC	<i>Oficina Nacional del Servicio Civil</i> (National Civil Service Office)

OPP	<i>Oficina de Planeamiento y Presupuesto</i> (Office of Planning and Budget)
PAHO/WHO	Pan American Health Organization/World Health Organization
PENCTI	<i>Plan Estratégico en Ciencia, Tecnología e Innovación</i> (Strategic Plan on Science, Technology and Innovation)
PIAI	<i>Programa de Integración de Asentamientos Iregulares</i> (Irregular Settlements Integration Programme)
SIPIAV	<i>Sistema Integral de Protección a la Infancia y la Adolescencia contra la Violencia</i> (Comprehensive System for the Protection of Children and Adolescents from Violence)
SNAP	<i>Sistema Nacional de Áreas Protegidas</i> (National System of Protected Areas)
UdelaR	<i>Universidad de la República</i> (University of the Republic)
UNAIDS	Joint United Nations Programme on HIV/AIDS
UNCT	United Nations Country Team
UNCTAD	United Nations Conference on Trade and Development
UNDAF	United Nations Development Assistance Framework
UNDP	United Nations Development Programme
UNEP	United Nations Environment Programme
UNESCO	United Nations Educational, Scientific and Cultural Organization
UNFPA	United Nations Population Fund
UNICEF	United Nations Children's Fund
UNIDO	United Nations Industrial Development Organization
UNIFEM	United Nations Fund for Women
UNODC	United Nations Office on Drugs and Crime
UNV	United Nations Volunteers

## Acknowledgements

The United Nations Country Team in Uruguay is grateful for the dedication and work of all members of the technical teams from both the Government (ANII, BPS, INE, JND, MEF, MI, MIDES, MIEM, MINTUR, MGAP, MRREE, MSP, MTSS, MVOTMA and ONSC) and the United Nations (ECLAC, FAO, ILO, IOM, ITC, OHCHR, PAHO/WHO, UNAIDS, UNCTAD, UNDP, UNEP, UNESCO, UNFPA, UNICEF, UNIDO, UNIFEM, UNODC, UNOPS and UNV) and other partners who took part in developing the UNDAF, thereby demonstrating their commitment and dedication to supporting the country's development.

The Country Team is especially grateful for the valuable technical input and the inter-agency and inter-ministerial coordination provided by the group principally responsible for drafting the UNDAF: Agnès Bonavita and Martin Rivero of the Office of Planning and Budget (OPP) and Guido Fernández de Velasco and Lucía Tiscornia of the Office of the Resident Coordinator.

## Executive summary

The United Nations Development Assistance Framework (UNDAF) is the strategic planning tool used by the United Nations to organize and coordinate its cooperation with developing countries. In Uruguay, the preparation of the first UNDAF (for 2007-2010) and subsequently the Joint Programme 2007-2010 took place as part of the pilot of the United Nations reform initiative “Delivering as One”. Both documents, and the accomplishments that have resulted from this experience, were the fruit of collaborative work between the Government of Uruguay and the United Nations, which provided important lessons learned and best practices that formed the basis for the preparation of the UNDAF for 2011-2015.

The outcomes identified in this document will be achieved through the joint work of the Government of Uruguay and the United Nations. These outcomes are concentrated in four areas: (1) diversification of production and participation in the global economy, (2) environmental sustainability, (3) equitable social development and (4) democratic governance. To achieve these outcomes, the United Nations will employ a human rights-based approach, both conceptually and in practice. Gender equality, decent work and environmental sustainability are also cross-cutting principles in the work of the various organizations that make up the system. This UNDAF proposes a partnership for a total amount of USD 168,801,681, approximately USD 44 million of which is the funding gap<sup>1</sup> that the United Nations intends to fill with resources mobilized from the international community. National resources, both financial and human, are an essential element in the joint cooperation of the United Nations in Uruguay.

The agencies, commissions, funds and programmes of the United Nations, both resident and non-resident, that are signatories to this document (the *participating agencies*) view the UNDAF 2011-2015 as another step towards increasingly coordinated and harmonious work, both with the Government and within the United Nations itself, aimed at supporting the achievement of Uruguay's national priorities. It is understood that the UNDAF is a flexible instrument and can be adapted to changing priorities. It is a document that seeks to enhance the effectiveness of United Nations development assistance in Uruguay, aligning it with the country's planning cycle.<sup>2</sup>

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<sup>1</sup> The funding gap is the difference between the resources identified in the UNDAF results matrix and the resources available, including both regular and extrabudgetary resources (UNDG, September 2008).

<sup>2</sup> Including the budget cycle.

In a second programming phase, an UNDAF Action Plan will be prepared. The aim of the Action Plan is to operationalize the strategic objectives set out in the UNDAF. The Action Plan will be drawn up jointly by the Government of Uruguay and the United Nations, with the greatest possible involvement of civil society organizations. It will cover the same period as the UNDAF: 2011-2015.

## Agreement<sup>3</sup>

### **Mindful of:**

- The close cooperative relationship that exists between the Government of Uruguay and the United Nations;
- The conclusion of the programming cycle covered by the United Nations Development Assistance Framework 2007-2010 on 31 December 2010;
- The commitment of the United Nations Country Team in Uruguay to fostering coherence in the system as mandated by the Triennial Comprehensive Policy Review;<sup>4</sup>
- The commitment of the Government of Uruguay to leading a pilot experience in the United Nations reform initiative “Delivering as One”;
- The best practices in working together that have emerged from that experience;
- The importance of maintaining harmonious working relations between the Government of Uruguay and the United Nations in order to reinforce past development gains and support new initiatives; and

### **Considering that:**

- The new United Nations Development Assistance Framework for 2011-2015 has been drawn up with broad participation by technical teams from both the Government and the United Nations;
- Four priority areas for cooperation have been identified:
  1. Promote the diversification of production and the country’s participation in the global economy, the growth of productive investment and greater incorporation of scientific and technological innovations in production processes, as pillars of economic development.

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<sup>3</sup> This is a translation of the original agreement signed in Spanish. Only the Spanish version is authentic.

<sup>4</sup> *Triennial Comprehensive Policy Review*, 2004 and 2007. Available from: [www.undg.org](http://www.undg.org)

2. Move towards the implementation of sustainable development models that will foster conservation of natural resources and ecosystems, climate change mitigation and adaptation, and use of renewable sources of energy.

3. Enhance social development (with particular emphasis on the areas of early childhood development, health and education) with a view to reducing inequality and various forms of inequity (including intergenerational, gender, racial and geographic inequity).

4. Strengthen democratic governance at the national and local levels through public involvement, strengthening of State institutions and the comprehensive national human rights protection system, in accordance with the declarations and conventions to which Uruguay is a party.

– It has been agreed to incorporate human rights, gender equality, environmental sustainability and decent work as cross-cutting principles in the four priority areas;

The Government of Uruguay and the Participating Agencies hereby **resolve** to:

Establish the United Nations Development Assistance Framework 2011-2015.

Done in Montevideo on 20 May 2010.

**[Original document signed in Spanish]**

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[Original document signed in Spanish]

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## Section 1: Introduction

The United Nations Development Assistance Framework (UNDAF) is the strategic planning tool used by the United Nations to organize and coordinate its cooperation with developing countries. In Uruguay, the preparation of the first UNDAF (for 2007-2010) and subsequently the Joint Programme 2007-2010 took place as part of the pilot of the United Nations reform initiative “Delivering as One”. Both documents, and the accomplishments that have resulted from this experience, were the fruit of collaborative work between the Government of Uruguay and the United Nations, which provided important lessons learned and best practices that formed the basis for the preparation of the UNDAF for 2011-2015.<sup>5</sup>

In preparation for drawing up the UNDAF 2011-2015, the United Nations carried out a country situation assessment in areas considered important for Uruguay’s development. The assessment was made using input from several systems of indicators, together with studies and analyses prepared by both national and United Nations personnel. All this information was consolidated in the Common Country Analysis (CCA). The CCA provided the basis on which – in agreement with the Government and taking account of the value added by the various agencies of the United Nations– the strategic priorities that will shape the UNDAF for the next five years were established.

With a view to furthering the progress made in harmonizing programmatic activities in the framework of the Delivering as One pilot, the UNCT decided to move forward in joint work by incorporating an additional programming tool, the UNDAF Action Plan. The purpose of this document is twofold: to operationalize the outcomes established under the UNDAF and to contribute to internal harmonization of the work of the agencies<sup>6</sup> of the United Nations.<sup>7</sup> This decision means that the UNDAF remains a strategic document and that the results are presented at the outcome level only, while the outputs and key actions are specified in the Action Plan.

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<sup>5</sup> Additional input included the midterm review of the UNDAF/Joint Programme 2007-2010 and the evaluation of the UNDAF/Joint Programme 2007-2010.

<sup>6</sup> The term *agencies* encompasses all of the various funds, organizations, agencies and programmes of the system. In this case, the IOM (associated organization) is also included under this heading.

<sup>7</sup> For a more detailed explanation of the purpose of the UNDAF Action Plan, see: How to Prepare an UNDAF. Guidelines for UN Country Teams. United Nations Development Group, 2010. Available from: <[www.undg.org](http://www.undg.org)>.

The timetable for preparation of the UNDAF was aligned with the national planning process, as the identification of the priority areas and their discussion with the Government of Uruguay coincided with the inauguration of a new government and the establishment of its priorities for work over the next five years. The UNDAF Action Plan, formulated jointly with national technical personnel, was developed in parallel with the approval of the national budget. This will ensure that the jointly planned outputs and key actions remain aligned with national priorities.

In its work on the priorities established, the United Nations will apply a human rights-based approach, both conceptually and in practice, for the formulation of strategic outcomes. The four priority areas and the outcomes identified in the UNDAF have been formulated with a view to meeting the commitments assumed under the Millennium Development Goals (MDGs). They all incorporate the cross-cutting principles that are key in the work of the United Nations human rights, gender equality, environmental sustainability and decent work. The same approach will be applied in identifying the outputs in the UNDAF Action Plan.

The areas identified as priorities for the work of the United Nations in Uruguay emerge from the problem areas identified in the CCA and the priority areas of work for the Government. According to the information presented in the CCA, Uruguay is considered an upper-middle income country<sup>8</sup> with a high level of human development.<sup>9</sup> However, despite having high values for these indicators, the country is faced with a series of vulnerabilities in strategic areas for its development – vulnerabilities that have had varying impacts on the well-being of the population.<sup>10</sup> It is in several of these areas that the United Nations plans to work with the Government of Uruguay to support the country in charting its course to development.

The CCA also identifies the comparative advantages of the United Nations with regard to cooperation, thus adding an additional element for establishing the strategic areas of cooperation outlined in this document. One of the values highlighted by national stakeholders with regard to the cooperation that the United Nations provides in the country – through the work of the system as a whole and

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<sup>8</sup> As ranked by the World Bank on the basis of gross national income per capita in 2008. The other countries in the region ranking in the same category are Argentina, Brazil, Chile, Colombia, Costa Rica, Cuba, Dominican Republic, Mexico, Panama, Peru and Venezuela (Bolivarian Republic of).

<sup>9</sup> Uruguay ranks 50th among the 182 countries measured on the Human Development Index, based on data from 2007 (see *Human Development Report 2009* (UNDP, 2009). With a value of 0.865, it is outranked only by Argentina and Chile in Latin America.

<sup>10</sup> For a detailed analysis of Uruguay's characteristics as a "middle-income" country, see the Common Country Analysis 2009.

through the activities of each agency – is its normative role with regard to protection of humans rights, promotion of universal values, pursuit of global dialogue and peace, and communication for development. Indeed, the impartiality that characterizes the United Nations enables it to play this role with the recognition and support of all national actors. The United Nations is recognized in Uruguay for its input and contributions to processes of national and local dialogue aimed at reaching broad consensus among Government and social actors (civil society organizations, employers' and workers' associations) on strategic issues and policy areas that are key to development. As to the type of assistance the United Nations can provide in middle-income countries such as Uruguay, the programmatic and technical cooperation activities envisaged are in line with the objective of providing strategic input into public policy. As stated in the CCA, the foremost comparative advantage of the system lies in its ability to respond quickly and effectively to national processes. Because the United Nations works in many areas, it is capable of responding to a variety of demands having to do with a broad range of issues. At the same time, the system provides countries with access to an extensive network of experts and expertise in a variety of subject areas, coupled with efficient resource management that facilitates the implementation of a wide array of activities.

The Government, on both a technical and political level, has agreed with the United Nations on the priority areas and on the outcomes to be achieved under each one. The section that follows describes the areas identified as priorities for cooperation between the United Nations and Uruguay over the next five years.

## Section 2: Results matrix

As stated in the previous section, the process of identifying the priorities described here took into account both the strategic policy objectives that the national Government intends to achieve in the coming five years and the areas in which the United Nations can make substantive contributions.

The outcomes to be achieved through through the joint work of the United Nations and the Government of Uruguay arise from the areas identified as priorities in the CCA document,<sup>11</sup> prepared by the United Nations between July and December 2009. Under each of these areas,<sup>12</sup> specific outcomes to be achieved by 2015, the end of the period covered by the UNDAF, are identified. The priority areas are:

1. Promote the diversification of production and the country's participation in the global economy, the growth of productive investment and greater incorporation of scientific and technological innovations in production processes, as pillars of economic development.
2. Move towards the implementation of sustainable development models that will foster conservation of natural resources and ecosystems, climate change mitigation and adaptation, and use of renewable sources of energy.
3. Enhance social development (with particular emphasis on the areas of early childhood development, health and education) with a view to reducing inequality and various forms of inequity (including intergenerational, gender, racial and geographic inequity).
4. Strengthen democratic governance at the national and local levels through public involvement, strengthening of State institutions and the comprehensive national human rights protection system, in accordance with the declarations and conventions to which Uruguay is a party.

The paragraphs that follow provide a narrative summary of the expected outcomes for each strategic area and of its contribution to the development framework, the reasons for focusing on these outcomes and the partners expected to contribute to

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<sup>11</sup> These arise from the ranking made on the basis of both the country situation analysis and the key priorities for the Government, and the identification of the areas in which the United Nations can provide added value.

<sup>12</sup> The order in which the priorities are listed does not imply that any one of them is more important than any other.

their achievement. It should be noted that the outcomes for each area have been fully validated by specialists from the various Government entities.

The priority areas for cooperation (identified with Arabic numerals) are listed first, followed by a description of the outcomes (identified by Roman numerals) that will contribute to the strengthening of the priority area and, lastly, by the mechanisms (identified by letters) for achieving the proposed outcomes.

1. Promote the diversification of production and the country's participation in the global economy, the growth of productive investment and greater incorporation of scientific and technological innovations in production processes, as pillars of economic development. The actions to be implemented in this area jointly by the United Nations and the Uruguayan Government and civil society aim to contribute to equitable and sustainable development at the national, subnational and local levels.

Based on information presented in the CCA, as well as the low growth rates achieved in the past, the most problematic feature of the economic development pattern in Uruguay has been the inability to sustain periods of expansion. The Uruguayan economy is not a stagnant or immobile economy. On the contrary, over the past two centuries it has experienced a succession of periods of very rapid growth, which could not be sustained, followed by periods of profound crisis. These fluctuations have a negative impact on the population's expectations (with respect to conditions of employment and decent work), on people's tendency to migrate (especially those who are highly educated) and on levels of productive investment and technological innovation – all key factors for sustaining long-term growth.

Despite unquestionable changes in the country's macroeconomy in recent years, there remains significant structural vulnerability stemming from the productive specialization of the Uruguayan economy, the mainstay of which is production and export of basic commodities and services with little added value. This economic model is very susceptible to changes in global markets and does not provide a solid basis for sustained growth or for mitigation of recessionary cycles; reduction of unemployment, underemployment and precarious employment; and other deficiencies with respect to decent work.

While this type of fluctuation is unavoidable, it is possible to strengthen the structure of production so as to make the economy more resilient.

The outcomes identified as priorities for the achievement of the objectives in this area are: (i) design of policies and actions to diversify the structure of production and promote trade and investment in order to improve the country's participation in the international economy, in an equitable and sustainable manner; (ii)

promotion of the incorporation of technological innovations in the structure of production, and (iii) promotion of decent work and gender equity in the labour market.

In order to achieve the first outcome, the work to be undertaken will be directed towards ensuring that: (a) the public and private sectors implement policies and strategies to transform and enhance the cohesiveness of the structure of production – by diversifying and adding value to its exports of goods and services – and to improve the country's performance in the international economy; (b) the public and private sectors have improved capacity to manage policies and strategies for the diversification of production at national, subnational and/or local level, with emphasis on the creation of quality employment<sup>13</sup> at the various stages of production chains; and (c) sustainable production and consumption practices are adopted in the public and private sectors.

To achieve the second outcome, in line with the National Strategic Plan on Science, Technology and Innovation (PENCTI),<sup>14</sup> the following actions are proposed: (a) design policies and strategies aimed at building capacity and creating opportunities for social ownership of knowledge and innovation; (b) develop strategies and programmes that link investment (especially investment in technological innovation) with social and environmental policies; and (c) enhance the capacity of public and private institutions to popularize scientific and technological advances and encourage an interest in science and technology and a spirit of enterprise among children and young people.

In order to achieve the third outcome, the following actions will be pursued: (a) strengthen institutional capacity to design and manage policies and strategies aimed at achieving decent work and gender equity, particularly in critical areas (such as rural areas) and population groups (such as youth, vulnerable workers, and the socially excluded population); and (b) design policies and strategies to develop skills, provide occupational training and improve labour productivity, which in turn will enhance employability and foster decent working conditions.

The United Nations has comparative advantages for the delivery of cooperation in these areas. These advantages arise mainly from the system's ability to engage in in-depth work on a variety of issues, from the international perspective that it can offer on those issues and from its capacity and experience in working with diverse stakeholders at national and local level.

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<sup>13</sup> Including affirmative action measures to promote greater gender equity.

<sup>14</sup> Approved by the Executive by means of decree no. 82/0101 of 25 February 2010.

The proposed outcomes are intended to contribute to the achievement of MDGs 1 and 8 and will be achieved through programmes and projects carried out by the agencies of the system with expertise in this area, including FAO, ILO, IOM, ITC, PAHO/WHO, UNCTAD, UNDP, UNEP, UNESCO UNIDO, and UNIFEM, in collaboration with ANEP, ANII, MVOTMA, MDN, MEF, MGAP, MIDES, MIEM, MINTUR, MRREE, MSP, MTOP, MTSS and OPP, employers' and workers' organizations, the private sector, and public and private universities, including also other institutions linked to the various sectors of production.

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

Thanks to the agro-export sector, the country has achieved high levels of growth. In order to maintain those levels, the sustainability of the model must be ensured and measures must be put in place to conserve natural resources and ecosystems. Social and environmental vulnerabilities are being exacerbated by the effects of climate change. The second priority area of work therefore aims to move towards sustainable development models that will foster conservation of natural resources and ecosystems, climate change mitigation and adaptation, and use of renewable sources of energy in order to reduce social and environmental vulnerabilities.

In this framework, three outcomes have been prioritized: (i) sustainable management of natural resources and conservation of biodiversity, (ii) action to address climate change and to prevent and mitigate disasters, and (iii) development and efficient use of renewable and sustainable sources of energy.

With regard to the first outcome, the country's development is closely linked to the exploitation of natural resources, and it is therefore important to strengthen the sustainable management and conservation of ecosystems in order to reduce vulnerabilities. Emphasizing local development and integrated land and coastal management, the United Nations will support: (a) the design and implementation of policies and strategies for sustainable and equitable management of natural resources, providing for the conservation of ecosystems, particularly through the National System of Protected Areas (SNAP); (b) strengthening of institutional capacity to identify, design and implement plans to reduce social and environmental vulnerability; (c) implementation of policies and strategies to promote research, awareness-raising and education; and (d) the design and implementation of policies and strategies to improve management of water resources, bearing in mind that pollution is threatening sustainable management of

resources, biodiversity and efforts to reduce social and environmental vulnerabilities.

Concerning the second outcome, work with regard to climate change mitigation and adaptation needs to be intensified, linking adaptation policies and institutional frameworks with those that have been created to reduce vulnerability to natural disasters. The United Nations will support: (a) strengthening of national and departmental capacity to implement policies and strategies for climate change mitigation and adaptation, with particular emphasis on vulnerable sectors such as agriculture; (b) disaster prevention and risk reduction, taking into account the effects of human migration, and (c) strengthening of capacity for research, awareness-raising and education.

With respect to the third outcome, in recent years the country has made significant progress in introducing alternative sources of energy and enhancing energy efficiency. The United Nations will continue to support: (a) growth in the percentage of renewable and sustainable energy available, (b) promotion of energy-saving and energy efficiency measures, and (c) implementation of policies and strategies to strengthen research and awareness-raising capacity.

The three outcomes proposed for this second priority area will contribute to the achievement of the MDG 7 targets established by the country in its MDG country report for 2009. Achievement of the outcomes proposed in this area will be a joint effort of all the relevant Government agencies, including ANEP, INE, MEF, MGAP, MIDES, MIEM, MINTUR, MVOTMA, OPP, SNAP, SNE, and SNRCC, as well as the Office of the President and departmental governments. Academia and civil society organizations will also be involved. On the United Nations side, the following agencies will be involved: FAO, IOM, UNDP, UNEP, UNESCO, UNICEF and UNIDO.

### 3. Enhance social development (with particular emphasis on the areas of early childhood development, health and education) with a view to reducing inequality and various forms of inequity (including intergenerational, gender, racial and geographic inequity).

As highlighted in the CCA, several factors have, for decades, been hindering the country's progress in terms of human development and human rights, namely: concentration of poverty among younger generations; a persistent imbalance between the significant efforts made with regard to early childhood policies and the the outcomes achieved as a result; difficulties in improving the quality of educational outcomes (access, learning and school completion rates); existence of inequities of various types (gender, intergenerational and racial); and marked geographic inequalities and geographic concentration of poverty.

Strengthening social policies, reducing inequalities and all forms of discrimination, improving housing conditions and residential integration are the main challenges for reducing poverty and achieving higher levels of social cohesion – an objective shared by the Government and the United Nations through the MDGs.

In the third priority area of work, the United Nations will seek to contribute to the following outcomes: (i) design and implementation of social protection policies relating to young children and their family environment; (ii) design and implementation of policies aimed at improving the quality of education, increasing the number of pupils who complete secondary education (thereby reducing social gaps) and expanding access to higher education; (iii) strengthening of the integrated national health system, strengthening of public health policies and universal access to sexual and reproductive health services; (iv) design and implementation of institutional policies and mechanisms to consolidate a national response to HIV/AIDS aimed at achieving the goals of universal access to support, treatment, care and prevention and eliminating all forms of stigma and discrimination; (v) design and implementation of institutional policies and mechanisms to reduce gender, intergenerational and racial inequities; and (vi) implementation of 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.

To achieve the first outcome, the United Nations will support the country in: (a) developing social policies on early childhood; and (b) putting in place a comprehensive system of social protection for children under 5 years of age and their families as a strategy for reducing poverty sustainably, building capacity and strengthening social cohesion. The system expects also to contribute to the design of a national social support system.

The United Nations will contribute to the second outcome by: (a) providing technical cooperation, (b) supporting processes of dialogue led by the Government, and (c) supporting the innovations being introduced by the education system at all levels. The system will also support the country in achieving the outcomes established under its education plans and in aligning those plans with the regional and international targets that the Government has committed to meet.

The consolidation and expansion of health reform is one of the main objectives set by the Government for the present administration. The United Nations will contribute to the achievement of this third outcome by: (a) providing technical cooperation to health authorities, (b) supporting the health system in priority areas and programmes, and (c) supporting national efforts to strengthen sexual and reproductive health policies.

The fourth outcome is aligned with the country's target for MDG 6 (reduce the incidence of HIV/AIDS in Uruguay). The United Nations will provide support in the following areas: (a) design of policies and actions aimed at the highest-risk groups (men who have sex with men, transgender individuals, male and female sex workers, drug-users, women and youth), applying a rights-based and gender-sensitive approach; (b) production of strategic information to foster better understanding of the epidemic and facilitate the design of evidence-based policies; (c) strengthening of the monitoring and evaluation capacities of the principal actors involved in the national response to HIV/AIDS; and (d) activities to eliminate stigma and discrimination associated with HIV infection, sexual orientation and gender identity.

Regarding the fifth outcome, the United Nations will seek to: (a) strengthen gender mainstreaming through support for substantive and strategic areas; (b) mainstream gender in the various plans and programmes developed by the Government; (c) strengthen the capacity of civil society organizations to shape public policies relating to gender equality, as well as their capacity for advocacy and oversight; (d) encourage networking and leadership among grass-roots organizations in order to localize gender equality policies.

The United Nations will contribute to the achievement of the sixth outcome through actions aimed at: (a) expanding the scope and coverage of existing social cohesion programmes and the development of new ones (such as the Housing Solidarity Plan), supporting the design and monitoring of the policies and programmes implemented and the identification of best practices at the international level; (b) strengthening ties and inclusion efforts vis-à-vis the Uruguayan diaspora, supporting negotiations aimed at reaching agreements with other State offices to ensure the provision of specific services for Uruguayan nationals abroad and facilitating processes that will ease their reintegration into society when they return; and (c) strengthening action to consolidate an inter-institutional approach to facilitate the promotion of integration mechanisms to support Uruguayan nationals who return from abroad under critical conditions.

These outcomes are linked to the achievement of all the MDGs, and to national priorities, relating to social cohesion. The following United Nations agencies will be involved in efforts to achieve them: PAHO/WHO, UNAIDS, UNDP, UNEP, UNESCO, UNFPA UNICEF, UNIFEM and UNV. The United Nations will work with the Government agencies with responsibility for the matters covered under this area, including ANEP, BPS, INE, JND, LATU, MEC, MEF, MIDES, MIEM, MRREE, MSP, MTSS, and OPP, as well as the Social Policy Council, the Office of the President, the Parliament, departmental governments, and decentralized agencies. Civil society organizations and academia will also be involved.

4. Strengthen democratic governance at the national and local levels through public involvement, strengthening of State institutions and the comprehensive national human rights protection system, in accordance with the declarations and conventions to which Uruguay is a party.

This area of work emphasizes the strengthening of democratic governance at national and local levels. The outcomes that have been identified as important for the achievement of this priority relate to: (i) support for the design and implementation of human rights-based policies and instruments for the promotion and comprehensive protection of human rights, with special focus on the groups in Uruguay whose rights are most often violated; (ii) design and implementation of policies and mechanisms for the prevention and detection of domestic violence and support for victims of such violence, especially women, adolescents and children; (iii) enhancement of the quality, accessibility and transparency of information and accountability for the design, implementation and public oversight of governance; (iv) promotion of Government reform and progress in political decentralization, with the broadest possible public participation, so as to ensure democratic governance in the long term; (v) design and implementation of policies for peaceful coexistence and public security, as well as democratic control of defence matters; and (vi) implementation of policies to improve the participation, representation and political impact of women and youth.

To achieve the first outcome, the work undertaken will be oriented towards: (a) developing the capacity of the public sector and civil society to incorporate a human rights-based approach into the design of public policies; (b) putting in place a national human rights institution; (c) following up on the recommendations of international committees and other bodies concerned with human rights and gender equality, as well as harmonization of domestic legislation with the relevant international standards.

With regard to the second outcome, work will be directed towards: (a) strengthening the sectoral capacities of State institutions; (b) promoting and facilitating inter-agency coordination in order to provide integrated responses with respect to legal protections and the design of public policies for the prevention of violence and the protection and support of victims; (c) strengthening the capacities of civil society organizations and enhancing opportunities for collaborative effort by those organizations for advocacy and oversight, (d) promoting, facilitating, and institutionalizing opportunities for dialogue between the State and civil society organizations; and (e) continuing work on the development of a specific information system that will facilitate the design (or redesign) of policies, the measurement of their impact and the detection of critical obstacles that victims of violence come up against when dealing with public agencies.

Work aimed at achieving the third outcome will: (a) support the establishment of technical units at the departmental level that are capable of managing local sociodemographic information, in particular the information derived from the census process initiated in 2010, and the regular updating of relevant population-related records, as local-level management of such information is extremely important to support the design, implementation and evaluation of local, departmental and decentralized national policies; and (b) support for the implementation of strategic information systems to facilitate the management of information for decision-making. Efforts will also be made to expand the coverage of such systems at the government level and to support processes aimed at ensuring that full use is made of the potential of these tools to enhance accountability and public oversight of government.

To achieve the fourth outcome it will be necessary to build capacity for strategic planning, management and evaluation of public spending through a results-based management approach, and thus to improve the quality of services of public agencies, simplifying administrative processes and procedures and decentralizing functions. It will also be essential to incorporate into the existing legal framework all the legislation needed to move forward in the ongoing reform process at both national and departmental levels.

To achieve the fifth outcome, the following actions will be supported: (a) inter-institutional dialogue processes, (b) comparative analysis of regional and international experiences, and (c) implementation of new initiatives relating both to peaceful coexistence and public security and to access to justice, reform of the prison system and democratic control of defence activities.

Lastly, the following lines of action are envisaged to support the sixth outcome: (a) institutionalize the *Bancada Bicameral Feminina* (Bicameral Women's Caucus) of the Uruguayan Parliament and disseminate its experience, as a best practice in inter-party and horizontal coordination, with a view to consolidating and strengthening the network of women politicians; (b) conduct a public campaign aimed at highlighting the shortcomings in the Uruguayan political system in terms of the political participation and representation of women and raising the visibility of women's contributions to democracy and to the country's development; (c) provide training and capacity-building for female political leaders, encouraging the participation of young women as a key strategy for furthering empowerment and political involvement; and (d) support the Bicameral Women's Caucus in putting forward legislation that will advance women's rights and gender equality, and facilitate coordination between women legislators and women holding office in other branches of government for the enactment of implementing regulations and the subsequent implementation of such legislation.

The following United Nations agencies will be involved in achieving these outcomes in the fourth area: ILO, IOM, OHCHR, PAHO/WHO, UNAIDS, UNDP, UNESCO, UNFPA, UNICEF, UNIFEM, UNODC and UNV. These agencies will work in collaboration with all Government agencies having responsibility in this area, including AGESIC, ANEP, CNI, JND, MEC, MI, MIDES, MRREE, MSP, MTSS, MVOTMA, OPP, departmental and municipal governments, decentralized agencies, internal oversight services, the Office of the President, the Parliament, the judiciary, and political parties. Civil society organizations, employers' and workers' associations and academia will also be involved.

The outcomes outlined here will be achieved through the joint work of the United Nations agencies, creating synergies through the joint design of programmes and projects. Strategies for joint work will be defined more precisely under the UNDAF Action Plan.

The cross-cutting principles of human rights, gender equality, environmental sustainability and decent work have been taken into account by the groups working on each of the priority areas, as is reflected in the results matrix presented in Annex I.

### Section 3: Initiatives outside the results matrix

This section describes activities or initiatives to be carried out by the various agencies during the period 2011-2015 which are part of the UNDAF but are not included in the results matrix. These activities or initiatives either address specific requests from the country which do not fit within any of the four agreed priority areas, or they are initiatives being carried out by the agencies themselves in the context of United Nations reform. A brief description of the initiatives to be undertaken by the various agencies is presented below, together with their estimated budgets and timetables.<sup>15</sup>

In the framework of its regular programmes, the IOM carries out a variety of activities each year to support the mobilization of human resources that are not provided for under the UNDAF outcomes. These programmes seek to facilitate teacher and researcher mobility, travel by fellowship recipients and family reunification, and also to support the return and reintegration of nationals. The resources for programme implementation come from various sources, although the most consistent ones are the *Universidad de la República/Comisión Sectorial de Investigación Científica* (CSIC) (University of the Republic/Sectoral Commission on Scientific Research) and donor countries. The total budget amounts to USD 2,500,000.

In the framework of United Nations reform, UNIFEM is supporting the Delivering as One process in each of the eight pilot countries with the aim of increasing the support that the United Nations provides to countries in the area of gender equality. To that end, it has established programmes, increased human resources and substantially boosted cooperation funds. In its Strategic Plan for 2008-2011 UNIFEM proposed to serve as the “key driver” of gender equality in the context and mechanisms of United Nations reform. The UNIFEM country programme in Uruguay is now in its fourth year, and it is considered important to take stock of the work done to date, the progress made in mainstreaming gender in the process, and the best practices and challenges in this area. A second activity is the development of a communications strategy for the UNIFEM programme in Uruguay. The strategy is expected to be a tool for transparency and accountability that will help to publicize UNIFEM’s experience in the pilot through the use of communication resources, and to highlight the Fund’s contribution to the development of public policies on gender equality. For these two activities, which will be carried out over the next two years, UNIFEM has allocated USD 102 000 from its regular resources.

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<sup>15</sup> The initiatives described in this section were proposed by the agencies. Additional initiatives may be incorporated during the annual reviews of the UNDAF (see Section 6: Monitoring and evaluation).

UNICEF also has an initiative outside the results matrix: Social Mobilization and Organization for Children, the main objective of which is to strengthen the commitment of civil society, the private sector and the public with regard to the rights of children. This initiative includes dissemination of information on the situation of children, work with journalists and the mass media, activities in the area of corporate social responsibility, and fund-raising at the local level. During the five-year period, the Fund expects to mobilize USD 500,000 in regular resources and USD 2 million in other resources.

## Section 4: Estimate of resource requirements

The results matrix (Annex I) shows the estimated financial resources required for the various United Nations agencies to achieve the outcomes proposed in each priority area. In the interests of greater transparency and subsequent monitoring and evaluation, the resource estimates have been broken down by source: *regular resources* (RR); *other resources* (OR), including bilateral funds, other cluster funds, etc.; and *Government resources* (GOV). It is important to point out that, with the exception of UNDP, UNFPA and UNICEF, which have five-year programming cycles, the United Nations agencies participating in the UNDAF 2011-2015 in Uruguay programme the use of their resources on a biennial basis. This has meant that these agencies have had to make five-year projections.<sup>16</sup> During the annual review of the UNDAF, the Steering Committee for the UNDAF and the UNDAF Action Plan,<sup>17</sup> in consultation with the clusters, will review progress in resource mobilization and identify needed changes in the budget, as a result of which changes may be made in the priority areas and programme activities. The tables below provide resource estimates by priority area and agency.

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<sup>16</sup> Except for UNEP, whose resource estimate is based on its planning for the 2010-2011 biennium. During the annual reviews of the UNDAF, regular resources planning for the 2012-2013 and 2014-2015 bienniums will be incorporated.

<sup>17</sup> See Section 6: Monitoring and evaluation.

**Table 1. Estimate of resource requirements**

Priority area		Amount for 2011-2015 (USD)			
		RR	OR	GOV	Total
1	Promote the diversification of production and the country's participation in the global economy, the growth of productive investment and greater incorporation of scientific and technological innovations in production processes, as pillars of economic development. The actions to be implemented in this area jointly by the United Nations and the Uruguayan Government and civil society aim to contribute to equitable and sustainable development at the national, subnational and local levels.	2,271,500	5,731,500	10,000,000	18.003.000
2	Move towards the implementation of sustainable development models that will foster conservation of natural resources and ecosystems, climate change mitigation and adaptation, and use of renewable sources of energy with the aim of reducing social and environmental vulnerabilities and thus achieving greater social equity and environmental justice.	1,789,250	12,985,191	6,629,057	21.403.498
3	Develop citizens' capacity in the areas of of early childhood development, health and education) with a view to reducing inequality and various forms of inequity (including intergenerational, gender, racial and geographic inequity).	7,378,500	16,993,086	60,981,597	85.353.183
4	Strengthen democratic governance at the national and local levels through public involvement, strengthening of State institutions and the comprehensive national human rights protection system, in accordance with the declarations and conventions to which Uruguay is a party.	3,499,000	7,646,000	27,795,000	38,940,000
Initiatives outside the results matrix		602,000	2,000,000	2,500,000	5,102,000
<b>Total resource estimate</b>		<b>15,540,250</b>	<b>45,355,777</b>	<b>107,905,654</b>	<b>168,801,681</b>

As shown in the table, the total resource estimate is USD 168,801,681, approximately USD 44 million of which is the funding gap projected by the United Nations for the period 2011-2015. A contribution of USD 10 million from the One UN Coherence Fund<sup>18</sup> is expected to help cover that gap.

The resource estimates for the Government (GOV) are based on projections that reflect historical trends but are determined through national processes.

<sup>18</sup> The One UN Coherence Fund is a mechanism created in the context of the Delivering as One pilot for channelling funds mobilized by the United Nations. (See *The One UN Programme 2007-2010: Building capacities for development*, p. 17.)

**Table 2. Resource estimates by agency<sup>19</sup>**

Agency	Amount (USD)			
	RR	OR	GOV	Total
FAO	1,150,000		2,000,000	3,150,000
ILO	733,500			733,500
ILO/CINTERFOR	230,000			230,000
IOM	326,000	250,000	2,500,000	3,076,000
ITC		20,000		20,000
PAHO/WHO	1,200,000	1,500,000	36,000,000	38,700,000
UNCTAD	180,000	283,500		463,500
UNDP	3,898,250	31,777,277	62,355,654	98,031,181
UNEP <sup>20</sup>	308,500			308,500
UNESCO	170,000	460,000		630,000
UNFPA	3,220,000	1,360,000	3,650,000	8,230,000
UNICEF <sup>21</sup>	3,150,000	5,850,000		9,000,000
UNIDO		1,925,000	1,400,000	3,325,000
UNIFEM <sup>22</sup>	974,000	1,930,000		2,904,000
<b>Total</b>	<b>15,540,250</b>	<b>45,355,777</b>	<b>107,905,654</b>	<b>168,801,681</b>

<sup>19</sup> Excludes operating costs for UNICEF and UNIFEM and includes activities outside the UNDAF results matrix.

<sup>20</sup> Does not include operating costs (USD 500,000 for five years).

<sup>21</sup> Does not include operating costs (USD 600,000 in RR and USD 400,000 in OR for five years).

<sup>22</sup> Does not include operating costs (USD 1,000,000 for five years).

## Section 5: Implementation

The experience gained from the Delivering as One pilot approach has clearly shown the benefits of joint programming and coordinated implementation of multi-agency programmes, particularly in terms of communication and building inter-institutional links,<sup>23</sup> as well as in terms of economies of scale and reduced transaction costs. Structures such as the management committees<sup>24</sup> have facilitated coordination and exchange among the various agencies and with national counterparts. This approach will be maintained under this UNDAF. The Steering Committee for the UNDAF and the UNDAF Action Plan, consisting of representatives of the Government and the participating agencies and co-chaired by the Director of the OPP and the Resident Coordinator, will meet twice a year and will be responsible for monitoring the overall implementation of activities relating to the UNDAF priority areas and outcomes, as well as decisions regarding changes in priorities, outcomes and/or indicators based on input received from the clusters (see Section 6: Monitoring and evaluation). The Steering Committee will also review the UNDAF and the Action Plan annually during at its second meeting of the year.

The Office of the Resident Coordinator will be responsible for consolidating and maintaining general information on the UNDAF, the Action Plan and the joint programming that occurs under this framework and for submitting it to national authorities, agencies of the United Nations and the international community, in coordination with the OPP. This information will cover programmatic and financial matters and monitoring of results.

The OPP is the agency that oversees international cooperation in Uruguay. For the purposes of this UNDAF and the activities carried out by the United Nations with the Government, OPP serves as the focal point for coordination of such activities and for the establishment of priorities for international cooperation. The OPP will therefore be responsible for coordinating the activities carried out under the UNDAF, and it will participate on behalf of the Government in the joint formulation of the UNDAF Action Plan.

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<sup>23</sup> For more detailed information, see the Uruguay Stocktaking Report, 2008, available from: [www.undg.org](http://www.undg.org).

<sup>24</sup> See "Terms of Reference (ToRs) for the Uruguay One UN Coherence Fund for the One UN Programme 2007-2010 'Building capacities for development' within the framework of the reform pilot process 'Delivering as One'".

The results matrix (Annex I) indicates, for each outcome, the agencies involved (both resident and non-resident)<sup>25</sup> and the national partners with which they will be working. These outcomes have been established jointly, bearing in mind the specific mandates and expertise of the various agencies, but prioritizing complementarity among them. It should be noted that these are not specific results to be achieved by each agency individually, but overall results in each priority area to which they will contribute. This will facilitate the subsequent joint design – both among the United Nations agencies and within the Government, and between the agencies and their Government counterparts – of the outputs and key actions.

Concrete activities and outputs for achieving the proposed outcomes will be detailed in the UNDAF Action Plan. This document will draw on the best practices in coordination derived from the Delivering as One pilot experience and will provide the necessary guidance for coordinating the implementation of the UNDAF 2011-2015.

The strategic planning and validation work carried out with the Government during the preparation of UNDAF has laid the groundwork and established the planning style that will guide the development of the Action Plan. Its implementation will be supported by the same structures as the UNDAF: the Steering Committee and the clusters, whose composition is described in the next section.

With a view to strengthening the Delivering as One approach, much emphasis will be placed on inter-agency coordination within the United Nations in Uruguay and on inter-institutional coordination within the Government of Uruguay in relation to the development cooperation described in this framework.

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<sup>25</sup> Other agencies may be added during the UNDAF reviews.

## Section 6: Monitoring and evaluation

In order to ensure adequate monitoring and evaluation and thus guarantee the achievement of expected results, an institutional structure and a system of indicators are needed. From the institutional perspective, ensuring adequate monitoring means having the working groups needed to track the progress of activities. As for the indicators, they must be defined properly if progress towards the proposed outcomes is to be monitored effectively.

The **institutional structure**<sup>26</sup> for monitoring the outcomes and indicators comprises the following entities:

- 1. Thematic clusters**, composed of experts from the United Nations working in consultation with technical groups from the Government and civil society organizations, all specialists in the priority areas identified in the UNDAF. There is a cluster for each of the four UNDAF priority areas. The clusters meet quarterly and are responsible for tracking progress on the indicators for the proposed outcomes (for both the UNDAF and the UNDAF Action Plan) and reporting to UNDAF Steering Committee. Since these clusters also monitor the Action Plan outputs, they will use this information to assess progress with regard to both the substantive and budgetary aspects of the UNDAF outcomes. Each cluster will also be accountable for the cross-cutting themes of human rights, gender equality, environmental sustainability and decent work.
- 2. Other United Nations clusters.** Clusters such as the United Nations Emergency Team (UNETE) and the Joint United Nations Team on HIV/AIDS will provide input to the thematic clusters as appropriate and to the extent needed, and will monitor the indicators for their respective areas of work. Other input for monitoring and evaluation of the UNDAF will come from instruments designed within the United Nations and applied in the country –pursuant to the mandates of the respective agencies – to support mainstreaming processes aimed at achieving the MDGs.<sup>27</sup>
- 3. Management committees:** These committees will be established under the joint programmes to be developed as part of the UNDAF Action Plan. They are

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<sup>26</sup> It is understood that each agency will monitor implementation in conjunction with its counterparts, in accordance with its own standards and procedures.

<sup>27</sup> "Mainstreaming Environmental Sustainability in Country Analysis and the UNDAF. A Guidance Note for United Nations Country Teams and Implementing Partners Teams". United Nations Development Group 2009. "Toolkit for mainstreaming employment and decent work", adopted by the United Nations Chief Executives Board for Coordination on 20 April 2007.

composed of members of the agencies involved in the joint programmes and representatives of national ministries and agencies. The OPP and the Office of the Resident Coordinator participate in the committees, playing a coordinating role vis-à-vis their respective agencies.

The indicator system is detailed in the results matrix. Because the results matrix includes results only at the outcome level within each priority area, the indicators for these outcomes are necessarily also general. The indicators selected are related in some cases to goals, programmes or strategies of the country and in others they are more related to plans and programmes to be carried out by the United Nations. Some indicators are quantitative while others are qualitative. Given the general nature of the outcomes proposed, responsibility for meeting the targets established will be shared – i.e. the United Nations will support the country in achieving them. Specific outputs and actions for each outcome will be set out in the UNDAF Action Plan, which will enable the definition of more specific indicators and the assignment of more specific responsibilities. It is important to note that the indicators were defined on the basis of national information systems and have been validated by specialists from various government agencies (sectoral ministries and the OPP).

## Evaluation schedule

Monitoring activities will be conducted at three- and six-month intervals every year. Initially, in the first quarter of 2011, a preparatory meeting (of both the clusters and the UNDAF Steering Committee) will be held. That meeting will be coordinated by the Office of the Resident Coordinator and will set the schedule for monitoring and evaluation over the period 2011-2015.

There are two key activities that must be carried out at least once during the UNDAF cycle<sup>28</sup>: (a) production of a progress report by the participating agencies in order to inform national authorities of progress in achieving the agreed outcomes. For this purpose, the participating agencies will draw on information provided by the clusters on both the UNDAF and the UNDAF Action Plan (not on specific activities but on how outcomes and outputs achieved through projects and programmes supported by the United Nations have contributed to the areas identified as priorities under the UNDAF);<sup>29</sup> and (b) an evaluation, the purpose of which is to assess the relevance of the United Nation's contribution, as described in the UNDAF. The participating agencies and the Government will agree on the arrangements for conducting the evaluation, which should be undertaken in the penultimate year of the UNDAF<sup>30</sup> and which will guide the preparation of the next UNDAF.

The United Nations is expected to begin preparations for the new programming cycle in the final year of the UNDAF (2015).<sup>31</sup>

Finally, as in the previous cycle, the Resident Coordinator, in her annual report, will report to the Secretary-General and to the United Nations Development Group (UNDG) on the progress made by the United Nations, in collaboration with the national authorities of Uruguay, in implementing the UNDAF. This report, together with the evaluations and documents relating to joint programming, will be available on the website of the United Nations in Uruguay: <http://www.onu.org.uy>.

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<sup>28</sup> See "How to prepare an UNDAF: Guidelines for UN Country Teams. United Nations Development Group, January 2010.

<sup>29</sup> Ibid.

<sup>30</sup> Ibid.

<sup>31</sup> Ibid.

## Annex I: Results Matrix

<b>Priority area 1</b>	Promote the diversification of production and the country's participation in the global economy, the growth of productive investment and greater incorporation of scientific and technological innovations in production processes, as pillars of economic development. The actions to be implemented in this area jointly by the United Nations and the Uruguayan State and civil society aim to contribute to equitable and sustainable development at the national, subnational and local levels.			
Outcomes	Indicators (I), baseline (BL) and targets (T)	Assumptions (A) and risks (R)	Partners	Resource estimate
1.1. The country will have designed policies and actions to diversify the structure of production and promote trade and investments in order to improve its participation in the global economy, in an equitable and sustainable manner.	<p>I: Number of public and private institutions strengthened in their capacity to design and implement cohesive strategies which pursue the objective of diversifying the structure of production in conjunction with equitable and sustainable growth.</p> <p>BL: Limited capacity of the public and private institutions to design and implement strategies of this type.</p> <p>T: At least 10 in 2015.</p> <p>I: Number of new sustainable productive practices and sustainable consumption practices implemented in the public and private sectors.</p> <p>BL: Limited number of sustainable productive practices and sustainable consumption practices implemented.</p> <p>T: At least 4 new practices in 2015.</p>	<p>A: The Government maintains and consolidates the leadership and the commitment to promote the diversification of the productive structure with stress on sustainability and equity.</p> <p>A: The productive sector increases its investments in sustainable human development.</p> <p>R: Scarcity of financial, human and technical resources to design and implement such policies and actions.</p>	FAO, IOM, ITC, UNCTAD, UNDP, UNEP, UNESCO, UNIDO, MDN, MEF, MGAP, MIDES, MIEM, MINTUR, MRREE, MTOP, MVOTMA, OPP, employers' and workers' organizations, private sector, public and private universities.	<p>RR: 1,128,000</p> <p>OR: 2,248,500</p> <p>GOV: 2,000,000</p>
1.2. The country will have promoted the incorporation of technological innovations in the structure of production.	<p>I: Number of institutions strengthened to link the creation of scientific and technological knowledge, technological innovation and productive investment with social inclusion and sustainable productive development.</p> <p>BL: Limited number of institutions strengthened and linked.</p> <p>T: At least 2 in 2015.</p> <p>I: Percentage of the population by level of knowledge about</p>	<p>A: The Government, the private sector and civil society will continue to support the incorporation of scientific and technological innovations (taking into account social inclusion) in the structure of production.</p> <p>R: Economic and cultural</p>	FAO, ILO, IOM, UNCTAD, UNDP, UNEP, UNESCO, UNIDO, ANII, MDN, MEC, MEF, MGAP, MIDES, MIEM, MINTUR, MRREE, MTOP, MVOTMA,	<p>RR: 511,500</p> <p>OR: 1,205,000</p> <p>GOV: 1,500,000</p>

<b>Priority area 1</b>	Promote the diversification of production and the country's participation in the global economy, the growth of productive investment and greater incorporation of scientific and technological innovations in production processes, as pillars of economic development. The actions to be implemented in this area jointly by the United Nations and the Uruguayan State and civil society aim to contribute to equitable and sustainable development at the national, subnational and local levels.			
<b>Outcomes</b>	<b>Indicators (I), baseline (BL) and targets (T)</b>	<b>Assumptions (A) and risks (R)</b>	<b>Partners</b>	<b>Resource estimate</b>
	<p>science and technology in Uruguay.</p> <p>BL: 72% of the population considers itself to be uninformed or poorly informed about science and technology in Uruguay (Survey of Public Awareness about Science, Technology and Innovation, 2008).</p> <p>T: Increase to at least half the percentage of the population that is well or adequately informed about science and technology in Uruguay by 2015.</p>	difficulties in introducing processes of technological innovations in the structure of production.	OPP, private sector, employers' and workers' organizations, private sector, public and private universities.	
1.3. The public and private sectors will have progressed in the promotion of decent work and gender equity in the labour market.	<p>I: Percentage of workers in the private sector (by sex) not covered by social security.</p> <p>BL: 41.2% in 2006.</p> <p>T: Reduce to 30% in 2015.</p> <p>I: Rate of female unemployment.</p> <p>BL: 10.2 W; 5,2 M.</p> <p>T: By 2015 the difference will have gone down to 75%.</p> <p>I: Income gap between men and woman by level of education.</p> <p>BL: Women's hourly remuneration is 89% of men's. Among the members of the economically active population with the highest level of education, the gap is 69.3%.</p> <p>T: 0% by 2015.</p> <p>I: Youth unemployment (15-24 years).</p> <p>LB (2008): Rate of unemployment, ages 14 to 19, 30.2%. Rate of unemployment, ages 20 to 24, 17%.</p>	<p>A: The levels of economic growth are maintained, with creation of jobs.</p> <p>R: Scarcity of financial, human and technical resources to design and implement such policies and actions.</p>	FAO, ILO, IOM, UNIDO, UNDP, UNESCO, UNIFEM, MDN, MGAP, MIDES, MIEM, MINTUR, MRREE, MTOP, MTSS, MVOTMA, OPP, private sector, employers' and workers' organizations, private sector, public and private universities.	<p>RR: 632,000</p> <p>OR: 2,278,000</p> <p>GOV: 6,500,000</p>

<b>Priority area 1</b>	Promote the diversification of production and the country's participation in the global economy, the growth of productive investment and greater incorporation of scientific and technological innovations in production processes, as pillars of economic development. The actions to be implemented in this area jointly by the United Nations and the Uruguayan State and civil society aim to contribute to equitable and sustainable development at the national, subnational and local levels.			
Outcomes	Indicators (I), baseline (BL) and targets (T)	Assumptions (A) and risks (R)	Partners	Resource estimate
	<p>T: By 2015, reduction of 50% in the rate of unemployment among young people aged 20 to 24, and of 25% in the rate for those aged 15 to 19.</p> <p>I: Young people aged 15 to 24 neither studying nor working compared to total of young people aged 15 to 24.</p> <p>LB (2008): 18.1%.</p> <p>T: Reduce by 75% the proportion of young people aged 15 to 24 neither studying nor working by 2015.</p> <p>I: Child labour.</p> <p>LB (2006): ages 5 to 11 2%; 12 to 17 10.6%; total 6.1%.</p> <p>T: Elimination of child labour by 2015.</p>			
Estimated total resources				RR: 2,271,500 OR: 5,731,500 GOV: 10,000,000 TOTAL: 18,003,000

<b>Priority area 2</b>	Move towards the implementation of sustainable development models that will foster conservation of natural resources and ecosystems, climate change mitigation and adaptation, and use of renewable sources of energy. with the aim of reducing social and environmental vulnerabilities and thus achieving greater social equity and environmental justice.
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Outcomes	Indicators (I), baseline (BL) and targets (T)	Assumptions (A) and risks (R)	Partners	Resource estimate
2.1. The Government, with the participation of civil society, will have designed, implemented and/or strengthened policies programmes and plans for the sustainable management of natural resources and conservation of biodiversity, and will have reduced social and environmental vulnerabilities and intergenerational inequities.	<p>I: Percentage of the total national territory under the SNAP.</p> <p>BL: 0.35% of the total national territory within the SNAP (2009).</p> <p>T: 0.6% by 2013 and 1.2% by 2015.</p> <p>I: Number of new commissions for hydrographic regions and/or watersheds established in accordance with the provisions of the National Water Policy Act passed in October 2009.</p> <p>BL: Watershed commissions promoted by the <i>intendencias</i> (departmental governments) of Rocha, Maldonado and Florida, regional irrigation boards and two regions with experience in integrated land management. There are programmes such as Probides and Ecoplata (2009).</p> <p>T: At least 1 new commission set up by 2013. At least 2 new commissions set up by 2015.</p> <p>I: Quantity of programmes for integral management of urban solid waste, incorporating social inclusion.</p> <p>BL: 1 national programme operational, 1 departmental one in place.</p> <p>T: At least 4 by 2015.</p> <p>I: New policies and programmes for control of erosion and desertification implemented.</p> <p>BL: Will be calculated during 2010.</p> <p>T: To be determined with the Government during the preparation of the UNDAF Action Plan.</p> <p>I: Percentage of amphibians threatened.</p> <p>BL: 27.7 (2008).</p>	<p>A: The deepening of the institutional framework makes it possible to resolve satisfactorily the tension between environmental conservation and productive development.</p> <p>R: The expansion of production processes and the prioritization of economic growth take priority over the adoption of environmental safeguards. The linkages between environmental degradation and increased vulnerability are not recognized.</p>	<p>FAO, UNDP, UNEP, UNESCO, UNV MGAP, OPP, MIDES, MINTUR, MRREE, MVOTMA, SNAP, SNE, departmental administrations, academia, civil society, private sector.</p>	<p>RR: 981,750</p> <p>OR: 7,175,525</p> <p>GOV: 4,003,725</p>

<b>Priority area 2</b>	Move towards the implementation of sustainable development models that will foster conservation of natural resources and ecosystems, climate change mitigation and adaptation, and use of renewable sources of energy. with the aim of reducing social and environmental vulnerabilities and thus achieving greater social equity and environmental justice.			
<b>Outcomes</b>	<b>Indicators (I), baseline (BL) and targets (T)</b>	<b>Assumptions (A) and risks (R)</b>	<b>Partners</b>	<b>Resource estimate</b>
	T: 25 by 2015.			
2.2. The Government with the participation of civil society will have designed and implemented national and departmental plans to address climate change and for disaster prevention and mitigation.	<p>I: Number of plans adopted at national and departmental level to address climate change</p> <p>BL: There is a national plan to address climate change.</p> <p>T: By 2015 at least 2 departments will implement plans to address climate change.</p> <p>I: Regulations established for law creating the SNE.</p> <p>BL: SNE Act passed.</p> <p>T: Regulations fully in force by 2015 .</p> <p>I: Number of programmes and measures identified in the National Climate Change Response Plan implemented.</p> <p>BL: 0.</p> <p>T: 10 by 2015.</p> <p>I: Quantity of programmes and measures implemented at national level that take into account the effects of human migration.</p> <p>BL: 0 (at national level).</p> <p>T: By 2015, effects of migration incorporated in at least one of the plans to address climate change.</p>	<p>A: Sufficient awareness and knowledge about vulnerability and the actions of mitigation and adaptation needed to deal with climate change make it possible to incorporate the topic into policies and plans. The institutional framework is consolidated.</p> <p>R: Insufficient medium- and long-term planning impedes the adoption of the necessary measures.</p>	<p>IOM, UNDP, UNEP, UNESCO, UNV</p> <p>ANEP, INE, MEF, MGAP, MIDES, MIEM, MINTUR, MRREE, MSP, MVOTMA, OPP, SNE, SNRCC, departmental administrations, Congress of Governors, academia, civil society, private sector.</p>	<p>RR: 580,000</p> <p>OR: 2,267,333</p> <p>GOV: 1,312,666</p>
2.3. The Government, with participation of civil society, will continue to increase the generation of	<p>I: Percentage of non-conventional renewable energy in the national energy supply.</p> <p>BL: 14.7 (2008) (MIEM).</p> <p>T: 23 by 2015.</p> <p>I: Number of projects implemented that introduce sources</p>	<p>A: The Government's plans and programmes are effective in eliminating the technical and commercial barriers impeding the adoption of non-conventional</p>	<p>UNIDO ,UNDP, UNEP, UNESCO, ANEP, INE, MEF, MGAP, MIDES, MIEM, MINTUR, MRREE, MVOTMA, OPP, SNE,</p>	<p>RR: 227,500</p> <p>OR: 3,542,333</p> <p>GOV: 1,312,666</p>

<b>Priority area 2</b>	Move towards the implementation of sustainable development models that will foster conservation of natural resources and ecosystems, climate change mitigation and adaptation, and use of renewable sources of energy. with the aim of reducing social and environmental vulnerabilities and thus achieving greater social equity and environmental justice.			
<b>Outcomes</b>	<b>Indicators (I), baseline (BL) and targets (T)</b>	<b>Assumptions (A) and risks (R)</b>	<b>Partners</b>	<b>Resource estimate</b>
renewable and sustainable energies and the responsible and efficient use of energy, promoting access for all sectors of society and the mitigation of climate change.	<p>of non-conventional renewable energy.</p> <p>BL: 7 energy undertakings connected to the SIN (April 2010).</p> <p>T: The UN system will provide support for at least 2 new projects by 2015.</p> <p>I: Energy savings in the consumption sectors.</p> <p>BL: 3100 kilotonnes of oil equivalent (KTOE) in 2008 and 3770 KTOE, estimated, in 2015.</p> <p>T: By 2015, a cumulative total of 900 KTOE of energy not consumed.</p>	<p>energies and the efficient use of energy. All State bodies maintain a firm policy of adopting such energies.</p> <p>R: Economic and political circumstances at national and regional level promote the use of traditional energies. The National Energy Plan does not take hold.</p>	departmental administrations, academia, private sector, civil society.	
Estimated total resources				RR: 1,789,250 OR: 12,985,191 GOV: 6,629,057 TOTAL:21,403,498

<b>Priority area 3</b>	Enhance social development (with particular emphasis on the areas of early childhood development, health and education) with a view to reducing inequality and various forms of inequity (including intergenerational, gender, racial and geographic inequity).
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Outcomes	Indicators (I), baseline (BL) and targets (T)	Assumptions (A) and risks (R)	Partners	Resource estimate
3.1. The Government will have progressed in the design and implementation of social protection policies relating to young children and their family environment.	<p>I: % of pregnancies detected in the first trimester. BL: 58% (2007 MSP). T: 90% (TBDG).</p> <p>I: % of children 0 to 2 years old with chronic malnutrition. BL: 11.3% (MSP-UNICEF). T: 2.3% (TBDG).</p> <p>I: Percentage of children 0 to 5 years old below the extreme poverty line BL: 3.9%. T: 0 by 2015.</p>	<p>A: Protection of young children is prioritized by the Government and the technical and material resources are provided to carry out the policies.</p> <p>R: Insufficient political support for policies on young children.</p> <p>R: Insufficient resources, shortcomings in the design and/or execution of programmes and policies.</p>	<p>PAHO/WHO, UNDP, UNESCO, UNFPA, UNICEF, UNIFEM, BPS, INE, JND, MEC, MEF, MIDES (INAU), MRREE, MSP, MTSS (INDA), Social Policy Council, Parliament, departmental administrations, civil society organizations, academia,</p>	<p>RR: 628,850 OR: 3,077,639 GOV: 5,638,216</p>
3.2. The educational system will have progressed in the design and implementation of policies aimed at improving the quality of education, increasing the number of pupils who complete secondary education (thereby reducing social gaps) and expanding access to	<p>I: % of pupils attending basic secondary education (CES and CETP) covered in programmes intended for pupils at risk of failing in school (PIU, CETP and MEC grants, among other measures). BL: 13% in 2009. T: At least 25% by 2015.</p> <p>I: % of educational assistance to children 3 to 5 years old. BL: 60% 3 years, 80% 4 years, 95% 5 years. T: Between 75 and 80% 3 years, 85% 4 years and 100% 5 years by 2015.</p> <p>I: Number of regional public university education centres in the country outside the capital. BL: 2. T: Double the number of centres by the end of the period.</p>	<p>A: The Government continues supporting the development of support programmes for students at risk of failing in school, to incorporate innovations.</p> <p>R: Shortcomings in the design and execution of innovations.</p> <p>R: Insufficient resources to develop innovations, in</p>	<p>UNDP, UNESCO, UNICEF, UNIFEM, ANEP, BPS, JND, LATU (Ceibal), MEC, MIDES, MIEM, UDELAR, departmental administrations, civil society organizations, academia.</p>	<p>RR: 98,850 OR: 276,826 GOV: 524,174</p>

<b>Priority area 3</b>	Enhance social development (with particular emphasis on the areas of early childhood development, health and education) with a view to reducing inequality and various forms of inequity (including intergenerational, gender, racial and geographic inequity).			
<b>Outcomes</b>	<b>Indicators (I), baseline (BL) and targets (T)</b>	<b>Assumptions (A) and risks (R)</b>	<b>Partners</b>	<b>Resource estimate</b>
higher education.		particular for planned investment in educational infrastructure. R: Support is not obtained from teachers' organizations for the implementation of innovations.		
3.3. The Government will have progressed in strengthening the integrated national health system, in strengthening public health policies and universal access to sexual and reproductive health services.	<p>I: % of the population covered by the integrated national health system. BL: 71% (2009). T: 95% by 2015.</p> <p>I: Number of public health programmes included in the comprehensive health benefits plan (decree 464/2008). BL: 11. T: 15 by 2015.</p> <p>I: Percentage of health service that have care service dealing with drug addiction. BL: 15%. T: 50% by 2015.</p> <p>I: Sexual and reproductive health services. BL: 1. T: 19 by 2015.</p>	<p>A: Within the framework of the integrated national health system SNIS universal access is achieved to contraceptive methods and the supply of sexual and reproductive health services is improved in the terms of Law 18426.</p>	<p>PAHO, UNFPA, UNIFEM, ANEP, BPS, JND, MI, MSP, departmental administrations, academia, civil society organizations.</p>	<p>RR: 2,311,350 OR: 2,109,26 GOV: 40,17,174</p>

Priority area 3	Enhance social development (with particular emphasis on the areas of early childhood development, health and education) with a view to reducing inequality and various forms of inequity (including intergenerational, gender, racial and geographic inequity).			
Outcomes	Indicators (I), baseline (BL) and targets (T)	Assumptions (A) and risks (R)	Partners	Resource estimate
3.4. The Government and civil society will have progressed in the design and implementation of institutional policies and mechanisms to consolidate a national response to HIV/AIDS aimed at achieving the goals of universal access to support, treatment, care and prevention and eliminating all forms of stigma and discrimination.	<p>I: % of vertical transmission of HIV and syphilis.</p> <p>BL: 2.5% vertical transmission of HIV and 2.6% of connatal syphilis.</p> <p>T: Less than 2% vertical transmission by 2015.</p> <p>I: Trend in incidence of HIV/AIDS.</p> <p>BL: Incidence stationary in the last 5 years.</p> <p>T: Trend of incidence decreasing by the end of the period.</p>	<p>A: The Government and civil society jointly effect an appropriate response to HIV/AIDS.</p> <p>R: Shortcomings in the design and execution of actions directed towards the highest-risk groups.</p> <p>R: Insufficient resources to implement actions of comprehensive care and prevention with pregnant women throughout the country.</p> <p>R: Problems of access to medicines and consequently to treatment.</p>	<p>Joint UN Team on AIDS, UNAIDS, ANEP, JND, MDN, MI, MIDES, MSP, departmental administrations, academia, civil society organizations.</p>	<p>RR: 200,000</p> <p>OR: 110,000</p> <p>GOV: 0</p>

Priority area 3	Enhance social development (with particular emphasis on the areas of early childhood development, health and education) with a view to reducing inequality and various forms of inequity (including intergenerational, gender, racial and geographic inequity).			
Outcomes	Indicators (I), baseline (BL) and targets (T)	Assumptions (A) and risks (R)	Partners	Resource estimate
3.5. The Government and civil society will have progressed in the design and implementation of institutional policies and mechanisms to reduce gender, intergenerational and racial inequities.	<p>I: Number of national plans implemented intended to reduce gender, intergenerational and racial inequities. BL: 1. T: By 2015 at least 3.</p> <p>I: Number of social programmes<sup>32</sup> intended to reduce gender, intergenerational and racial inequities. BL: 15. T: By 2015, 20 programmes.</p>	<p>A: The policies to reduce inequities are considered to be necessary in their various fields of application.</p> <p>R: Gender, generation and race issues are not mainstreamed in social policies.</p>	<p>PAHO/WHO, UNDP, UNFPA, UNICEF, UNIFEM, UNV, BPS, INE, MEC, MI, MIDES (Inmujeres), MTSS, Parliament, departmental administrations, civil society organizations, academia.</p>	<p>RR: 1,585,850 OR: 3,812,639 GOV: 5,638,216</p>
3.6. The Government will have implemented social cohesion policies (in particular on housing and residential integration) with a view to reducing social exclusion and closing gaps between geographic	<p>I: Number of national programmes offering services to the population in vulnerable situations with regard to residential integration and improvements in housing. BL: According to data from the survey "Physical and social characterization of irregular settlements and their surroundings" (MVOTMA-PIAI, 2008), about 340,000 citizens currently live in a precarious housing situation; 62,000 live in irregular settlements (IS) (including IS covered by PIAI, IS not covered by PIAI, and IS targeted for relocation or regularization); slightly more than 161,000 live in</p>	<p>A: The Government continues to give priority to this type of policy.</p> <p>R: Scarcity of financial, human and technical resources to design and implement the relevant policies and actions.</p>	<p>IOM, UNDP, UNEP, UNESCO, UNFPA, UNIFEM, BPS, MEF, MIDES, MIEM, MRREE, MSP, MVOTMA, Office of the President of the Republic,</p>	<p>RR: 903,600 OR: 5,356,656 GOV: 9,006,817</p>

<sup>32</sup> Defined by the Ministry of Social Development as a "public or private initiative that provides one or more benefits (goods or incentives) on the basis of a definition of specific social objectives to reach a particular population".

<b>Priority area 3</b>	Enhance social development (with particular emphasis on the areas of early childhood development, health and education) with a view to reducing inequality and various forms of inequity (including intergenerational, gender, racial and geographic inequity).			
<b>Outcomes</b>	<b>Indicators (I), baseline (BL) and targets (T)</b>	<b>Assumptions (A) and risks (R)</b>	<b>Partners</b>	<b>Resource estimate</b>
regions and with respect to the Uruguayan diaspora.	irregular settlements (not covered by PIAI and non-IS), and more than 15,000 people live in precarious situations in "housing solutions" that are not classified as irregular settlements. T: By 2015 at least 1 more programme. I: Number of consultative councils. BL: 42. T: By 2015 at least 5 more consultative councils in operation.		departmental administrations, civil society organizations, academia	
Contribution of UNICEF to national priority 3				RR: 1,650,000 OR: 2,250,000 GOV: 0
Estimated total resources				RR: 7,378,500 OR: 16,993,086 GOV: 60,981,597 TOTAL:85,353,183

<b>Priority area 4</b>	Strengthen democratic governance at the national and local levels through public involvement, strengthening of State institutions and the comprehensive national human rights protection system, in accordance with the declarations and conventions to which Uruguay is a party.			
<b>Outcomes</b>	<b>Indicators (I), baseline (BL) and targets (T)</b>	<b>Assumptions (A) and risks (R)</b>	<b>Partners</b>	<b>Resource estimate</b>
4.1. The Government, with broad participation by civil society, will have progressed in the design	I: Regulations in place for the Act Establishing the National Human Rights Institution (INDDHH) and allocation of resources. BL: Act Establishing the National Human Rights	A: There exists in the political system the commitment to make progress in institutionalizing the system for promotion and	OHCHR, ILO, IOM, PAHO/WHO, UNAIDS, UNDP, UNESCO, UNFPA, UNICEF, UNIFEM, AGESIC,	RR: 746,500 OR: 683,500 GOV: 260,000

Priority area 4	Strengthen democratic governance at the national and local levels through public involvement, strengthening of State institutions and the comprehensive national human rights protection system, in accordance with the declarations and conventions to which Uruguay is a party.			
Outcomes	Indicators (I), baseline (BL) and targets (T)	Assumptions (A) and risks (R)	Partners	Resource estimate
and implementation of human rights-based policies and instruments for the promotion and comprehensive protection of human rights, with special focus on the groups whose rights are most often violated.	Institution (INDDHH), December 2008. T: The INDDHH operational by 2012. I: Degree of harmonization of national legislation as stipulated in the human rights instruments ratified by the country. BL: 50% of the recommendations of the 2006 study <sup>33</sup> harmonized by December 2009. T: 75% of the recommendations of the study harmonized by 2015. I: Existence of a national plan against discrimination, racism and xenophobia. BL: There is no such plan. T: By 2014 the national plan includes the reduction of discrimination and stigma based on gender identity and sexual orientation, in the educational and working environments.	protection of human rights. R: No budgetary allocation and no organizational structure for the proper operation of the National Human Rights Institution. R: Failure to achieve the necessary linkage between the National Institution and the existing mechanisms for defence of human rights in sectoral and departmental settings.	ANEP, MEC, MI, MIDES, MRREE, MSP, MTSS, MVOTMA, OPP, Office of the President of the Republic, Parliament, judiciary, departmental and municipal administrations, civil society organizations, academia, political parties.	
4.2. The Government, with the broadest participation by civil society, will have progressed in the design and implementation of	I: Number of reports of domestic violence recorded by the Ministry of the Interior. BL: 10,680 (2007) T: Increase by 20% by 2013 I: Number of women cared for in the services of	A: Human and financial resources insufficient to develop programmes to prevent violence against children and adolescents. R: The necessary coordination between the institutions	IOM, UNDP, UNESCO, UNFPA, UNICEF, UNIFEM, AGESIC, ANEP, JND, MEC, MI, MIDES, MSP, Parliament, judiciary, departmental and municipal administrations,	RR: 307,500 OR: 352,500 GOV: 0

<sup>33</sup> "Study of legislative harmonization in conformity with the human rights treaties ratified by Uruguay and other legal instruments with binding force", OHCHR-UNDP, August 2006.

<b>Priority area 4</b>	Strengthen democratic governance at the national and local levels through public involvement, strengthening of State institutions and the comprehensive national human rights protection system, in accordance with the declarations and conventions to which Uruguay is a party.			
<b>Outcomes</b>	<b>Indicators (I), baseline (BL) and targets (T)</b>	<b>Assumptions (A) and risks (R)</b>	<b>Partners</b>	<b>Resource estimate</b>
policies and mechanisms for the prevention and detection of family violence and support for the victims of such violence, especially women, adolescents and children.	<p>Inmujeres for victims of domestic violence.</p> <p>BL: 1173 (2009).</p> <p>T: By 2015 the number of women cared for doubled.</p> <p>I: Treatment protocol for victims of sexual violence.</p> <p>BL: Protocol being drafted.</p> <p>T: Treatment protocol for victims of sexual violence operational by 2013.</p> <p>I: Programmes for the prevention of violence against children and adolescents.</p> <p>BL: SIPIAV workplans. ENIA five-year workplan.</p> <p>T: By 2015 the educational system and the health administration have programmes for working with families on prevention of mistreatment of children and adolescents.</p>	<p>responsible for this issue is insufficient.</p> <p>A: Increase in the number of reports of violence.</p> <p>R. No support for the increase in resources (technical, human and financial) proportionate to the needs for care for the victims of family violence, resulting from the increase in reports.</p> <p>R. The interinstitutional coordination of response to the victims of family violence does not come to fruition, which means that it is not possible to provide an integrated response.</p>	civil society organizations, academia.	
4.3. Government institutions, with the broadest participation of civil society, will have improved the quality, the access, the transparency of information and accountability for the design implementation and public oversight of	<p>I: Number of departmental governments intendencias with systems of sociodemographic information georeferenced and updated with the results of the new population census.</p> <p>BL: Montevideo already has systems of georeferenced sociodemographic information.</p> <p>T: By 2015 all the departmental administrations will have systems of information updated and georeferenced.</p> <p>I: Number of divisions of the Executive Branch that</p>	<p>A: The census takes place within the planned timeframe.</p> <p>R: No priority is given to strengthening the departmental technical and human resources for managing the sociodemographic information at local level.</p> <p>A: There exists a wish to generate Government policies with a</p>	IOM, UNDP, UNESCO, UNFPA, UNICEF, UNIFEM, AGESIC, ANEP, BPS, INE, MEC, MI, MIDES, MDN-SGM, MSP, OPP, Parliament, <i>Congreso de Intendentes</i> (Conference of Departmental Governors), civil society organizations, academia.	<p>RR: 480,000</p> <p>OR: 745,000</p> <p>GOV: 5,400,000</p>

Priority area 4	Strengthen democratic governance at the national and local levels through public involvement, strengthening of State institutions and the comprehensive national human rights protection system, in accordance with the declarations and conventions to which Uruguay is a party.			
Outcomes	Indicators (I), baseline (BL) and targets (T)	Assumptions (A) and risks (R)	Partners	Resource estimate
governance.	<p>have strategic information systems (ministerial dashboards).</p> <p>BL: 5 ministries.</p> <p>T: By 2015 all ministries have strategic administrative information systems installed and operational and with a facility for citizen access.</p>	<p>strategic vision and to promote a budgetary process based on the use of information on the extent to which the strategic guidelines for annual reallocation of resources have been followed.</p> <p>R: The information systems are not used in strategic decision-making.</p>		
4.4. The branches of Government and the political system as a whole will have progressed in implementation of Government reform, political decentralization and public participation with a view to democratic governance.	<p>I: Departments that have clinics for solving issues and providing information.</p> <p>BL: 9 departments (14 clinics).</p> <p>T: National coverage, by 2015.</p> <p>I: Number of draft laws, laws and decrees related to the present Government reform which are in the national or departmental legislative process or are under consideration by the national or departmental executive.</p> <p>BL: 0 in the present legislative situation.</p> <p>T: Regulatory system enabling Government reform in the legislative process or approved by 2015.</p> <p>I: Number of participation mechanisms designed and put into operation in the mayors' offices.</p> <p>BL: Decentralization Act passed.</p> <p>T: A public participation mechanism in operation in each department by 2014.</p>	<p>A: The creation of the <i>Ministerio de Gobierno</i> (future Ministry for Governance and Public Administration) which institutionalizes the process of Government reform contributes to the success of that reform.</p> <p>R: Insufficient human and material resources to carry out the Government reform and insufficient involvement of the social and political actors taking part in the process, which results in its becoming a marginal matter in the political agenda.</p> <p>A: The implementation of the Decentralization Act via the</p>	<p>IOM, PAHO/WHO, UNDP, UNFPA, UNIFEM, UNV, AGESIC, BPS, JND, OPP, Office of the President of the Republic, ministries, Parliament, departmental and municipal administrations, <i>Congreso de Intendentes</i> (Conference of Departmental Governors), civil society organizations, academia, political parties.</p>	<p>RR: 105,000</p> <p>OR: 1,245,000</p> <p>GOV: 17,635,000</p>

<b>Priority area 4</b>	Strengthen democratic governance at the national and local levels through public involvement, strengthening of State institutions and the comprehensive national human rights protection system, in accordance with the declarations and conventions to which Uruguay is a party.			
Outcomes	Indicators (I), baseline (BL) and targets (T)	Assumptions (A) and risks (R)	Partners	Resource estimate
		municipal elections legitimizes the process of public participation in the third level of Government. R: As the municipalities start to operate there is overlap of jurisdictions between the mayors' offices and the departmental governors and there is no readiness among the local political actors to create institutionalized spaces for citizen participation.		
4.5. The Government will have progressed in the design and implementation of policies of peaceful coexistence and public security and democratic control of defence matters.	I: Legal framework covering democratic control of defence matters. BL: National Defence Framework Act (18650) passed in February 2010. T: Legal framework for democratic control of defence matters broadened by 2015. I: Number of local committees on peaceful coexistence and public security. BL: 32 committees in 6 departments. T: At least one committee per department and a resource management network operational by 2015. I: National strategy for reform of the prison system designed and implemented. BL: Design incomplete (plan of action on prison	A: The predominant position in the country's political agenda of the topics of public security, relationship between the political authority and the military and living conditions in the prison system favours the creation of public policies in those areas. R: The speed of the process of interinstitutional dialogue relating to peaceful coexistence and public security or democratic control of defence matters slows down.	OHCHR, UNAIDS, UNDP, UNFPA, UNICEF, UNIFEM, UNODC, JND, MDN, MEC, MI, MIDES/INAU, MRREE, OPP, Office of the President, Parliament, Parliamentary Commissioner on the Prison System, judicial authority, departmental and municipal administrations, <i>Congreso de Intendentes</i> (Conference of Departmental Governors), civil society organizations, academia.	RR: 415,000 OR: 2,385,000 GOV: 4,500,000

Priority area 4	Strengthen democratic governance at the national and local levels through public involvement, strengthening of State institutions and the comprehensive national human rights protection system, in accordance with the declarations and conventions to which Uruguay is a party.			
Outcomes	Indicators (I), baseline (BL) and targets (T)	Assumptions (A) and risks (R)	Partners	Resource estimate
	<p>policy not implemented).</p> <p>T: By 2013, national interinstitutional strategy operational.</p> <p>I: Number of establishments for detention of adolescents which meet the United Nations Rules for the protection of Juveniles Deprived of their Liberty.</p> <p>BL: 0 (Report of the United Nations Special Rapporteur on Torture, 2009).</p> <p>T: By 2015, 100% of the establishments comply with the rules.</p>	<p>R: The speed of the process of reform of the prison system slows down.</p> <p>R: There is no political will to implement a change in the living conditions of adolescents deprived of their liberty.</p>		
<p>4.6. The Government will have progressed in the implementation of policies directed towards improving the participation, representation and the political impact of women and young people.</p>	<p>I: % of women in Parliament.</p> <p>BL: 10.8%.</p> <p>T: By the 2015, at least 33% women.</p> <p>I: Interparty grouping of young parliamentarians operating.</p> <p>BL: Does not exist.</p> <p>T: By 2012, interparty grouping operating.</p> <p>I: Number of youth committees to coordinate the policies of INJU.</p> <p>BL: 0.</p> <p>T: By 2015, 19 coordinating committees.</p> <p>I: Number of Young Citizens' Centres in the territory.</p> <p>BL: 0.</p> <p>T: By 2015, 19 centres in the territory.</p>	<p>A: Greater political participation by women will have positive effects on Uruguayan democracy and will make it possible to give consideration to the needs and special characteristics of women.</p> <p>R: Women remain assigned to the third place in the lists, so that merely the letter of the law is complied with.</p> <p>R: Low national visibility of women candidates for election, which will impede their reaching a better position in the lists.</p> <p>A: The work of interparty coordination will promote the</p>	<p>UNDP, UNFPA, UNICEF, UNIFEM, UNV, MIDES, Parliament, departmental and municipal administrations, civil society organizations, academia, political parties.</p>	<p>RR: 445,000</p> <p>OR: 635,000</p> <p>GOV: 0</p>

<b>Priority area 4</b>	Strengthen democratic governance at the national and local levels through public involvement, strengthening of State institutions and the comprehensive national human rights protection system, in accordance with the declarations and conventions to which Uruguay is a party.			
Outcomes	Indicators (I), baseline (BL) and targets (T)	Assumptions (A) and risks (R)	Partners	Resource estimate
		<p>inclusion of youth topics in the parliamentary agenda.</p> <p>R: Failure to reach agreement on the design of a basic agenda.</p> <p>A: The creation of institutional bodies and the establishment of public participation in the territory will make it possible to consolidate and reinforce specific youth policies, thereby taking better account of the needs and specific characteristics of young people.</p> <p>R: There are neither actors nor infrastructure in place to make this process possible.</p> <p>R: The local actors do not consider policies directed towards young people to be important.</p>		
Contribution of UNICEF to Priority Area 4				RR: 1,000,000 OR: 1,600,000
Estimated total resources				RR: 3,499,000 OR: 7,646,000 GOV: 27,795,000 TOTAL:38,940,000

