

## 1 EXECUTIVE SUMMARY

Advocacy on early childhood policies was a priority in 2010. The CO convened a high-level conference, with the participation of former Chilean president Michelle Bachelet, Uruguayan President José Mujica and the UNICEF Regional Director. Prior to the activity, UNICEF prepared a document highlighting the main health, nutrition and child development problems affecting children under three years old in the country. This event contributed greatly to raising awareness about the strategic relevance of investing in early childhood. The Government decided to increase Plan CAIF's coverage in 140 new centres, and the Minister of Health gave priority to child health-related care goals in the context of the health reform.

The CO devoted efforts to building strong relationship with the new Government. As a result education authorities requested UNICEF technical assistance in the preparation of 2011- 2015 public budget, and UNICEF, UNDP and INAU signed an agreement to reduce the number of children living in institutions.

The debate on citizen security and adolescents' involvement in criminal offenses has been one of the main topics on the political agenda. The CO produced and distributed among policy-makers an analytical paper that positions UNICEF as a key and reliable reference on the political debate.

As a consequence of the elections and the formulation of Public Budget 2011-2015, implementation of several activities was postponed or concentrated in the second half of the year.

Planned visits to monitor the conditions of adolescents deprived of liberty were cancelled because of a delay in the appointment of Committee of Observers members. In 2011 the modalities will be redefined, in collaboration with the recently created National Human Rights institution.

UNICEF signed an agreement with the Parliament that includes technical assistance by national and international experts and exchanges with legislators from the region, and also provided guidance to a bi-cameral commission on adolescents in conflict with the law.

## 2 COUNTRY SITUATION AS AFFECTING CHILDREN AND WOMEN

José Mujica took over as a President on 1 March, with a majority in Parliament. However, during municipal elections held in May 2010, the centre-left coalition *Frente Amplio* gained a majority in only five of 19 municipal governments, three less than in 2005.

During 2010 the GDP increased 8.5%, following a period characterised by economic growth (2.9% in 2009, 8.9% in 2008, 7.6% in 2007, 4.6% in 2006 and 7.5% en 2005). Unemployment continued to drop (it was 6.2% in October, 2% less than for the same month in 2009).

Between 2009 and 2010, inequality in income distribution decreased slightly: the Gini coefficient decreased from 0.44 to 0.43 (0.46 in 2007). Also poverty and extreme poverty rates fell, respectively, from 21% in 2009 to 18% in 2010, and from 1.6% to 1.2%. These reductions maintain the downward trend of poverty levels which started in 2004, when poverty rose by 40%.

However, Uruguay continues to record one of the highest levels of inequity between children and adults. According to the National Institute of Statistics, the percentage of children under six years old below the line of poverty in 2009 was 5.1 times higher than that recorded for people of 65 years of age or older.

The most disadvantaged groups are: children between 0 and 5 years old living in poor families (37.8% in this age group); b) adolescents who will probably not complete Lower Secondary School (29% between 12 and 17 years old); c) adolescents in conflict with the law (2,000) and children living in institutions (4,000); and d) children and adolescents suffering violence.

During the first quarter, four multiparty committees promoted by the President reached basic agreement on main strategic topics: education, public security, climate change and energy. Agreements on education are particularly important, because they represent a shared vision on the main challenges to improving quality education and reducing inequities.

The debate on citizen security and adolescent's involvement in criminal offenses has been one of the main topics of the political agenda. At the end of the year, the Government and the opposition established a special Committee of the Parliament that agreed on the following recommendations: to create a specialised institution for adolescents in conflict with the law; to review current legislation; and to use only reliable data. Other issues, like the age of penal responsibility, keeping adolescents' penal background records and harsher penalties are still controversial.

A new budget for 2011-2015 was approved by Parliament during the second semester. It establishes five main priorities: housing policy, education, public security, infrastructure, and social protection. This prioritisation contributes to increasing the high level of public expenditure on social policies. Public expenditure on social policies as a percentage of GDP in Uruguay was 21.7% in 2008 (ECLAC 2010). Based on projections by the Ministry of Economy, it will rise to 23.6%, while GDP will increase by 4.6% per year.

One of the first resolutions of the new government was the creation of new plan to promote social inclusion of people living in the extreme poverty: Plan *Juntos*. The Plan is based on voluntary contributions from private sector and social organisations, and contributions from parliamentarians of the *Frente Amplio*, complemented by a reduced proportion of public funds.

The Government maintained the children's agenda as a priority. The National Strategy for Childhood and Adolescence (ENIA) is mentioned in the public budget as the reference point for social policies to be developed during next five years. The challenge will be to preserve its holistic approach.

## **3 CP ANALYSIS & RESULT**

### **3.1 CP Analysis**

#### **3.1.1 CP Overview**

The key results of the new CP 2010/2015 will contribute to achieving two UNDAF outcomes: "Strengthening national strategies to develop high-quality human capital (focusing on IECD, health and education) aimed at reducing economic inequity and main disparities", and "Strengthening of quality of democracy based on capacity development of public institutions, the promotion of citizenship participation, and the monitoring of human rights according to conventions ratified by Uruguay."

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The programme results of the UNICEF Country Programme are: (a) quality of public policies in IECD and education improved and disparities in access and learning achievement reduced; (b) children and adolescents benefit from a legal framework and public institutions aligned to the CRC; (c) civil society, media and private sector engaged in mobilising and leveraging resources for children.

Strategic results that the CO aims to achieve for the most disadvantaged children in the next two years are:

1. A comprehensive social protection system for children under five and their families developed. Specific contributions will be made to validate innovative interventions carried out at the sub-national level and obtain political consensus.
2. A midterm plan to increase graduation rates from secondary school and policies to improve learning achievements in primary schools in the poorest social contexts developed and validated.
3. Information system on the situation of most disadvantaged children and adolescents developed and in place.
4. A plan to close gaps between legal framework and practices of juvenile justice system agreed with the national authorities.
5. A strategy to reduce the number of children under institutional care implemented and in place.
6. Material for families related to non-violent forms of conflict resolution produced and incorporated as part of public policies for families.

### **3.1.2 Programme Strategy**

#### **3.1.2.1 Capacity Development**

One of the priority strategies in the Protection Component, specifically related to adolescents in conflict with the law and children victims of sexual abuse, was capacity development in the judicial sector. For adolescents in conflict with the law, the priority was strengthening the partnership with the National Board of Public Defenders. According to the judicial statistics system, over 90% of adolescents in conflict with the law are assisted the public defence. During 2010, 52 public defenders participated in workshops all over the country. These trainings led to the creation of an advocacy group of public defenders who will participate in future workshops as teachers. In addition, the 13th edition of the International Course for Judges, Lawyers and Prosecutors was held in Montevideo this year. Taking this international course as a framework, a strategy was developed to strengthen local alliances with the Supreme Court of Justice and the University of the Republic. This will allow further action to strengthen local enforcement of Human Rights Treaties, specifically the Child Rights Convention. Finally, concerning child victims of violence, during 2010 a training course for prosecutors was held in accordance with the Public Prosecutor's Office. Sixty prosecutors participated in the course (representing one- third of the total staff who deal with these issues). The evaluation of the training was very positive; it will be replicated in 2011, incorporating the theme of child trafficking.

#### **3.1.2.2 Effective Advocacy**

Advocacy on early childhood programmes and their importance among public social policies was a priority in 2010, particularly in the context of a new administration. Taking advantage of existent cooperation ties between Uruguay and Chile in this area, UNICEF convened a high-level conference with the participation of former Chilean president Ms Michelle Bachelet, Uruguayan President José Mujica and UNICEF Regional Director Bernt Aasen. Former President Bachelet, highlighted the importance of investing in early

childhood interventions, and Uruguay's José Mujica committed to a review of social public policies, in order to mainstream early childhood policies. In preparation for this activity, UNICEF wrote a paper on the relevance of early childhood in public policies, specifically mentioning the main health, nutrition and child development problems affecting children under three in Uruguay. This event, attended by all ministers of the Government, had a considerable public impact and contributed to raising awareness, both among public opinion and political leaders, on the strategic relevance of investing in early childhood. As an example of the impact, Canelones Crece Contigo (an innovative municipal project aimed at young children and pregnant women) gained considerable momentum, and the possibility of scaling it up is under consideration. The Government also decided to increase Plan CAIF's coverage in 140 new centres, and the Minister of Health gave priority to child health-related goals in the context of the health reform.

### **3.1.2.3 Strategic Partnerships**

Among the different alliances built in 2010, the agreement signed between UNICEF and the National Parliament should be highlighted. Taking into consideration the public and political debate about the reformulation of the juvenile justice law, the CO considered it strategic to strengthen its relationship with National Parliament. Accordingly, in the month of July UNICEF signed an agreement with the Parliament that includes technical assistance of national and international experts and possible exchanges with legislators of the region. In this framework, a meeting in Parliament was convened by the President of the Chamber, inviting UNICEF to present the regional context related to public insecurity and adolescents and the regulatory framework in the country. Also the UNICEF Representative was invited to participate in a session of the bi-cameral commission that is preparing recommendations for adolescents in conflict with the law.

### **3.1.2.4 Knowledge Management**

Knowledge generation and knowledge management have become key strategies for UNICEF Country Programme. Although Uruguay has qualified technical resources, relevant partners recognised UNICEF contribution to fill gaps in key areas that are usually less well-covered by official sources or academic studies. In addition UNICEF has an important role in the analysis and dissemination of information that national partners produce.

As an example of knowledge generation activities in the education area, at the request of authorities in the inter-party Commission of Education (see details in SITAN), the CO delivered a series of documents on the situation of the educational system and possible directions for educational policy. These materials emerged from a technical-political meeting organised by UNICEF in December 2009.

In addition, a policy paper about the causes of dropout in secondary education was prepared by UNICEF technical staff in 2010. Besides diagnostic elements, the paper provides recommendations to achieve higher levels of graduation. This document will be presented in a workshop organised by Education authorities in February 2011.

Generating information is also crucial in the Protection area. For this reason, the Office has taken two main steps: strengthening of national counterparts in the production of information on criminal justice, and continuation of the project 'Judicial Observatory'. Also, as an input for the debate on adolescents in conflict with the law, UNICEF prepared a document with available data, current national and international legislation, and its position about the possible changes. The document was distributed to all policy-makers and had positive repercussions. This paper allowed UNICEF to have a meaningful role in the public debate about reformulation of the juvenile justice law.

Finally, giving continuity to the high-level conference on early childhood, UNICEF together with the Presidency of the Uruguayan Republic, issued a publication of the speeches given at the event, which was distributed to 400 decision-makers.

### **3.1.2.5 C4D - Communication for Development**

The ninth edition of the fundraising television programme was presented under the slogan "Give an opportunity to Uruguayan children". It was televised on two open channels (see details under Social Mobilisation component). This year the programme sought to take a qualitative step in its programmatic value. The fundraising programme sought to show not only work carried out by UNICEF in Uruguay, but also to transmit messages on topics such as the importance of stimulation in early childhood, advice on non-violent upbringing patterns and the value of attending formal education. Along the same lines, work with companies and individual donors as a target audience for mobilisation and cultural change has begun. Materials intended for UNICEF donors, with advice on non-violent upbringing patterns, were produced and a meeting for business audiences on this topic was organised. Both actions were evaluated as highly positive. Last, with the support and leadership of our Goodwill Ambassador Diego Forlán, UNICEF built an alliance with the Uruguayan National soccer team, which allowed the participation of the entire team in the UNICEF fundraising television programme.

### **3.1.3 Normative Principles**

#### **3.1.3.1 Human Rights Based Approach to Cooperation**

In 2010 the UNICEF Country Office prepared the CPD for the period 2011-2015. One of the country programme components aims to contribute to aligning the legal framework and mission and goals of public institutions to principles of the Convention on the Rights of the Child, as well as other human rights conventions and international treaties ratified by Uruguay.

A human rights-based analysis of capacity was conducted in the process of CCA, and the UNDAF incorporated as one of its four priorities: "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."

One of the outcomes identified as important for the achievement of this priority relates to 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 whose rights are most often violated. Accordingly, the work undertaken by UN agencies in the country is 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 harmonisation of domestic legislation with relevant international standards.

#### **3.1.3.2 Gender Equality and Mainstreaming**

During 2010 the CO made an important advance toward incorporation of gender analysis in research carried out by UNICEF or partners. The policy paper on secondary education (gender and race) and the report on juvenile criminal justice (gender) are two examples. To highlight differences in gender in evaluations, research and documentation is a main strategy of Knowledge Management.

This approach was also considered in the production of UNICEF's SITAN and CPD, as well as in the CCA, UNDAF and UNDAF processes.

Considering the level of domestic violence that many children in Uruguay experience, UNICEF actively supported the campaign "Unite to end violence towards women and girls", which was developed during 2010 with a strong presence in the interior of the country and by communication media.

### **3.2 Programme Components**

**Title:** *Investment and public policies for children*

#### **Purpose**

(a) Provide technical assistance for the formulation of public policies aimed at guaranteeing the rights of children.

(b) Sustain efforts to overcome the main obstacles towards fulfilling the right to education by: (i) promoting the completion of ten years of quality education through technical assistance to reduce academic failure in primary and secondary schools; (ii) generating information on specific problems such as school drop-out; (iv) creating new spaces for adolescent participation in the education system.

(c) Support national efforts to overcome key health and nutrition problems affecting children, in particular related to poverty and marginalisation, and promote an integrated early childhood approach to all programmes for children under three years of age;

(d) Strengthen the actions of the UN's Thematic Group on HIV/AIDS; and support monitoring of HIV/AIDS epidemic in Uruguay.

#### **Resources Used:**

Programme/PBA Reference	Donor Code and Name	PG Allocation Amount (a)	Expenditure Amount (b)
Programme: YI401 - SOCIAL INVESTMENT AND PUBLIC POLICIES FOR CHILDREN		568.061,92	557.475,51
GC/2004/6206-01 SC/2005/0162-01	Regular Resources PFP income	304.954,36	304.954,36

#### **Results Achieved**

UNICEF devoted considerable time to establishing a good working relationship with the new Uruguayan Administration, working closely with new authorities in many areas. Good examples of the results are the Education authorities' request to UNICEF to provide technical cooperation in the preparation of 2011-2015 public budget, and the technical cooperation with the IDB and the Ministry of Social Development in designing the joint programme devoted to children, adolescents and families living in poverty.

The Pre-Primary and Primary Education Council (CEIP) and UNICEF worked together in the identification of key strategies. Policies to increase the learning time and organisational changes to strengthen school autonomy were widely discussed in three forums, with the participation of 700 teachers. Recommendations from those forums will be incorporated in a policy paper to be distributed in 2011.

UNICEF continued to support the 'Community Teachers' Programme through the organisation of the annual technical meeting, attended this year by President Mujica. In 2010, 554 community teachers reached 18,000 students from 337 schools. Evaluations showed that the programme reduced repetition rates by 30% in urban primary public schools.

The University of the Republic and UNICEF carried out two studies on Plan CEIBAL (One Laptop per Child) impact on learning achievements and on constraints to its implementation of this Plan. Conclusions of both studies will be presented in 2011.

UNICEF and UNESCO, in the framework of the DaO pilot initiative, implemented a project aimed at strengthening social and institutional networks oriented to violence prevention and care at schools. A toolkit to work with teachers, families and students to manage and facilitate conflict resolution was designed.

Regarding dropout in secondary schools and in alliance with the Ministry of Education, the Public Education Board and the Ministry of Social Development, UNICEF collaborated in the implementation of the following programmes: 'Acuerdo Educativo', which provides financial support to families to keep children at school and 'Centros Abiertos', aimed at transforming schools in friendlier institutions. Adolescent participation in schools was actively promoted through teacher training and the development of innovative software tools to be used at schools. A policy paper about dropout causes in secondary schools and recommendations to achieve higher levels of graduation was elaborated and will be presented in February 2011.

A priority in 2010 was advocacy for early childhood programs to ensure attention in the formulation of public social during the new administration. A significant result was achieved when the President himself publicly acknowledged the importance of early childhood policies. On behalf of the Government, he committed to a review of public policies in light of this understanding. UNICEF convened a high-level conference with the participation of former Chilean president Michelle Bachelet, President José Mujica and UNICEF Regional Director Bernt Aasen, which contributed greatly to the achievement of the above-mentioned result.

UNICEF provided support to partners such as MSP, ASSE, IMM and IMC to strengthen capacities to develop early childhood programs. Guides and manuals addressing health, nutrition and effective early child development interventions were widely distributed in 2010. Also, many training workshops involving technical staff were carried out in Montevideo and various provinces. A national survey on breastfeeding and complementary feeding practices, as well as anaemia prevalence in children between 6 months and 2 years old, was carried out as a result of a joint action involving MSP, MIDES and ASSE, with UNICEF support.

UNICEF provided technical and financial support to "Canelones Crece Contigo" an innovative project addressing health and nutrition issues in the most vulnerable areas of Canelones. The project monitoring system, preparation of health education material and evaluation of a pilot project on the use of powder micronutrients were the areas of UNICEF cooperation.

The results of a study on HIV/AIDS orphaned and affected children were presented on first December.

### **Future Workplan**

Activities in 2011 will be carried out to:

- Support the implementation of key policies to improve quality of primary education in the poorest areas and prevent dropout in secondary education
- Reinforce the strategy of building dialogues and evidence-based advocacy on secondary education
- Provide technical assistance to scale up innovations that have shown positive impacts during last five years in primary schools (eg, the "Communitarian Teachers" Programme), as well as to implement new approaches in secondary school.

- Promote the development of early childhood policies as a priority.
- Strengthen the integration of health, nutrition and development in early childhood care and raising awareness on the importance of child development.
- Strengthen counterparts' capacities and support more research, to transform research results into concrete actions in favour of early childhood.

**Title: *Social mobilisation and institutional reform***

**Purpose**

The overall expected results of the Programme Component for the period 2005–2010 were to ensure:

- (a) Strengthening of local capacities in data collection and monitoring of progress in the fulfilment of child rights, with the involvement of government, civil society and academic institutions
- (b) Advocacy and technical assistance for adapting legislation to the Convention on the Rights of the Child (CRC) and other international human rights instruments
- (c) Training of judges, lawyers, social workers, police and personnel from social institutions in CRC-oriented policies and practices.
- (d) Support the development of alternatives to institutional childcare and prevent abuse and exploitation
- (e) Development of strategic alliances with mass media.

**Resources Used**

Programme/PBA Reference	Donor Code and Name	PG Allocation Amount (a)	Expenditure Amount (b)
Programme: YI402 - SOCIAL MOBILISATION AND LEGAL AND INSTITUTIONAL REFORM		819.273,95	811.802,59
GC/2004/6206-01 SC/2005/0162-01	Regular Resources	341.759,52	341.759,52

**Results Achieved**

Considering the magnitude of security issues on the political agenda and the growing tendency to judge adolescents as adults, child rights monitoring activities were mainly focused on protection issues. To provide relevant information, the CO produced a document compiling available data, national and international legislation and UNICEF's position on this subject. The paper was distributed among policy-makers, mainly from government and Parliament, as an input to the on-going debate. The document was also given to the Minister of the Interior during a private meeting with the Representative.

The CO also worked with the NGO 'Fundación Justicia y Derechos' in the development of the Judicial Observatory, a follow-up report on the performance of the Justice System that will be published in 2011. The report, a tool to assess police and judicial practices in law enforcement, examines the process of application of the Code of Childhood and Adolescence in juvenile justice matters.

The agreement signed in 2009 by the Ministry of the Interior, the Supreme Court of Justice, the National Institute for Children and Adolescents and UNICEF, to create a system of Juvenile Justice Indicators, was actively monitored along 2010. Even though the information systems have not yet been fully adapted, old-format data from 2009 are available. System adaptation is expected to be finished in 2011. An analysis of national

legislation on children and adolescents since CRC ratification was produced and distributed among Parliament members.

Planned visits to monitor conditions in adolescent detention centres could not take place this year because of a delay in the appointment of the Committee of Observers members. In 2011 the strategy to monitor confinement conditions of adolescents will be re-defined, in collaboration with the recently created National Human Rights institution.

Capacity building is a key strategy for the protection area. The most remarkable activities this year were the 13<sup>th</sup> International Course of Judges, lawyers and prosecutors held in Montevideo (see details in south-south cooperation section) and the public defender training activities.

In the area of violence against children, new strategies were developed towards achieving cultural change by means of incorporation of non-violent parenting patterns. A family's guide was produced and will be widely distributed in 2011.

An agreement with education authorities was reached to include material on how to detect violence against children and care for child victims in national teacher training programmes. The first pilot course for future teachers will take place in 2011.

A strategy to work with the judicial system in the area of sexual abuse was consolidated. A training course for prosecutors was held in accordance with the Public Prosecutor's Office, with the participation of 60 prosecutors (representing one-third of the total). The training will be replicated in 2011, incorporating the topic of child trafficking.

Due to the large number of children living in institutions, and taking into consideration the guidelines adopted by the United Nations, UNICEF, UNDP and INAU signed an agreement to review causes of child institutionalisation, the utilisation of alternative measures and a future plan to reduce the number of children living in institutions.

Advocacy efforts continue among individual donors and companies with remarkable results. UNICEF's work in corporate engagement was strengthened through an understanding that the situation of children can be improved.

### **Future Workplan**

- Conduct a follow-up on data collection of the table of indicators of Juvenile Justice and continue juvenile justice monitoring activities
- Advocate for the full adaptation of national legislation to the CRC and other international human rights matters relating to juvenile justice
- Call for full respect of the Human Rights of adolescents in detention centres and advocate for alternative measures
- Ensure the monitoring of conditions of adolescents in detention
- Implement a training course for operators of the judicial system jointly with the University of the Republic and reinforce the alliance with the judicial system for training defenders and prosecutors in child rights
- Review the causes of children's institutionalisation, the utilisation of alternative measures and a plan to reduce the number of children living in institutions
- Support SIPIAV in the design and implementation of action to prevent and address child abuse; implement a course for future teachers on how to detect and violence against children and care for child victims
- Develop a monitoring system for judicial practices related to violence and child abuse
- Distribute massive, specialised material on non-violent forms of conflict resolution
- Strengthen the role of UNICEF as a reference for media.

- Consolidate the role of UNICEF as a reference on childhood issues among companies; increase the resources raised, with emphasis on obtaining new pledge donors and develop Corporate Social Responsibility.

**Title:** *Cross- sectoral costs*

**Purpose:**

The cross-sectoral component covers the cost of operations and cross-cutting issues, such as planning, monitoring and evaluation. It contributes to the Southern Cone Operation Centre, the hub that manages key administrative functions for UNICEF Country Offices in Argentina, Chile and Uruguay. This component also supports efforts made by the 'Delivering as One' initiative to reduce transactional costs.

**Resources Used:**

Programme/PBA Reference	Donor Code and Name	PG Allocation Amount (a)	Expenditure Amount (b)
Programme: YP403 - CROSS SECTORAL		183.758,41	183.758,41
GC/2004/6206-01 GG/2008/0018-00	Regular Resources	144.301,57	144.301,57

**Result Achieved**

The component successfully complied with programmes' requests.

**Future Workplan**

No changes planned

## **4 OPERATIONS & MANAGEMENT**

### **4.1 Governance & Systems**

#### **4.1.1 Governance Structure**

The CMT met monthly since March 2009; minutes were shared with all staff. Major issues were:

- Work plan – in all meetings the annual work plan was revised
- New travel guidelines – at the beginning of the year new instructions were received about travel rules and all staff members were trained accordingly
- Office Management Report – monthly, the Representative and three members of the staff revised the OMR indicators.
- Performance evaluation report – 75% were completed by 31 March
- PBR - According to the new CPD, the Office structure was revised and adapted with direct inputs from the DFAM Deputy Director. Changes proposed were approved by the Regional PBR.
- Recruitment – Communication Officer post (vacant), Planning & Monitoring Officer, ECD Officer and Operations Assistant posts (approved by PBR) were recruited this year.
- Implementation of VISION and IPSAS, PROMS 9.1 – follow up of initial actions for VISION, IPSAS and PROMS 9.1 implementation.
- PC evaluation – The Processing Centre (PC) of the Southern Cone, covering Argentina, Uruguay and Chile Cos, was evaluated by KPMG and the final report concluded that the PC is more efficient in reducing cost than a traditional office.

#### **4.1.2 Strategic Risk Management**

The RCSA session was conducted from 1 to 2 November 2010. It was chaired by the Regional Operations Officer, who presented UNICEF ERM policy and concepts to the CO team, and informed them about procedures for developing a Risk and Control Self-Assessment. Two groups of staff members from IT, Operations, Programme and the Representative worked on the risk categories identified by UNICEF (Financial, Hazard, Strategic and Operational), and prepared a draft CO Risk profile, which was reviewed and consolidated in one report with the assistance of the Regional Operations Officer. The report was submitted to the CMT for adoption and sent to the TACRO and NYHQ.

#### **4.1.3 Evaluation**

The IMEP was frequently updated and used to plan and implement evaluations and studies. A selected number of Centre of Excellence was identified to ensure quality advice and technical support to the office. The recommendations of evaluations and studies provided key inputs to further develop programme achievements.

#### **4.1.4 Information Technology and Communication**

Efficient computer information and communications infrastructure was maintained during 2010. No business disruption issues were experienced due to local infrastructure problems and external problems and interruptions were adequately isolated.

Since 2006 the Southern Cone offices (Argentina, Chile, Uruguay) have used a hub model to connect to the private UNICEF network using SITA Managed IPsec links. At the beginning of June 2010, the UNICEF Uruguay CO made the change to an IPsec connection. In this way the Office obtained the autonomy that it had with SITA through the Argentina connection. The infrastructure is more manageable and easier to support because we have the standard UNICEF IPsec setup, rather than a unique hub setup.

The ICT Assistant supported the Haiti CO for two months.

ITD acquisitions were completed, old unsupported and inadequate hardware were renewed and Office capabilities in terms of IT infrastructure were improved. CO still has some desktops below the standard of UNICEF, although they will be renewed in 2011. All Servers were updated with new Ram memory kits. Network was updated with the installation of a new Cisco Switch in the server's room. Installation of a new PBX.

Office security was improved with the implementation of a new electronic card access system.

All Global roll-outs were successfully completed, including Lotus Notes upgrades and Office 2007 upgrades, as well as ProMs upgrades and the update of all desktops and laptops.

The Lotus Notes-based Service Desk application to automate service requests continues working normally and is very useful to keep track of Office requests.

Local and Area projects were also completed. Those projects intended to fulfil specific requirements that were identified throughout the different areas of the Office and aim to strengthen the IT and Operations role as a support to PSD and Programme areas.

## **4.2 Fin Res & Stewardship**

### **4.2.1 Fund-raising & Donor Relations**

- OR gross fundraising for 2010 was US\$948.000 (LE), a figure 69% higher than the one for 2009 (US\$561.549), widely surpassing our objectives for the year. The CO has a balanced income portfolio, focused on individual pledge donations (77%), which lends sustainability to fundraising.
- Income has been growing based on:
  - The addition of 12,090 new individual monthly pledge donors, reaching 21,802 pledge active donors in 2010, a figure that more than doubles the 2009 amount.
  - The consolidation of the telethon 'Todos por los niños Uruguayos', based on friendly advice and information for families, entertainment (music shows), football (with the presence of our Goodwill Ambassador Diego Forlán and the Uruguayan national soccer team) and TV celebrities. This combination of content allowed us to gain more sponsors and to generate 6,808 new pledge donors and 13,890 one off donations, figures that more than double those of the past.
- Cost/income ratio was 0.25 for the year.

Alliances with companies have been strengthened and built in a CSR Strategy framework. The development of partnerships resulted in direct support of thematic areas (i) With ING Bank and PepsiCo providing funding for education; (ii) "Early childhood development" received the support of IPUSA and Roemmers ; (iii) Social Investment and Public Policies for Children", with Johnson SC . The Consultative Council of Businesses organised a Corporate Fundraising Dinner.

### **4.2.2 Management of Financial and Other Assets**

SBA funds cover most of the operational costs of the Office, including maintenance, computer supplies, stationary supplies, travel expenditures etc. Expenses not covered by SBA are charged to the cross-sectoral component.

The CO is occupying two floors of a building located in the centre of the city. One space is provided by the Uruguayan government while the other is rented. Several repairs, including painting, replacement of damaged windows and new security system, among others, were made this year.

### **4.2.3 Supply**

Supply assistance is not a major component of the CP, as it represents only 7.6% of the total programme expenditure.

SUPPLIES 2010		% of total programme expenditure
Printing	84.158,64	5.42%
Office equipment	11.608,30	0.75%
Office repairs		

## **4.3 Human Resource Capacity**

Recruitment - Following PBR decision to align programme structure to the new CPD strategies, three new posts were created. Planning and Monitoring Officer (NOB), ECD/Health Officer (NOB) and Operations Assistant (GS6), as well as Communications Officer (NOA – vacant) were recruited following normal procedures. The Representative the Southern Cone Operations Officer and HR Assistant, a specialist in each area, and a LSA member took part in the selection processes.

Training - Training plan was prepared by the local committee and endorsed by the CMT and RO. Training funds were sufficient to cover planned activities, and all areas

participated actively. A useful training on UN Pension Fund and other HR issues took place, led by the Southern Cone HR Assistant.

Local Salary Committee - Two staff members from Operations and LSA participated in the local comprehensive salary survey in October. Results are expected to be available by January 2011.

Staff morale - Staff members participated in The Global Staff Survey and the Regional Staff Survey. The Local Staff Association also launched by the end of the year a Local Morale Survey. Results from all these surveys are consistent and show an improvement in staff morale. Conclusions were shared and reviewed with the CMT and all staff and recommendations emerging from the surveys will be implemented next year.

#### **4.4 Other Issues**

##### **4.4.1 Management Areas Requiring Improvement**

In 2010, the third year of joint work, the OMT (Interagency Group for Operations), reached agreements on the following issues: the renewal of travel agency LTA, corporate agreements with COPA Airlines and Iberia, process harmonisation for consultant contracts, development of an interagency roster of consultants, common courier services, audit project for energy efficiency and follow up of the paper recycling initiative. Additionally, the Resident Coordinator's Office and the Government are discussing possible ways of facilitating VAT exemption for the UN System in the country.

##### **4.4.2 Changes in AMP**

Three new posts were created. Planning and Monitoring Officer (NOB), ECD/Health Officer (NOB) and Operations Assistant (GS6).

## **5 STUDIES, SURVEYS, EVALUATIONS & PUBLICATIONS**

### **5.1 List of Studies, Surveys & Evaluations:**

- 1. La universalización de la educación media en Uruguay. Tendencias, asignaturas pendientes y retos a futuro*
- 2. Conocer para intervenir. Panorama de niños y adolescentes en situación de orfandad a causa del Sida en Uruguay*
- 3. Adecuación de la legislación nacional a los principios de la Convención sobre los Derechos del Niño*

### **5.2 List of Other Publications**

- 1. Annual report 2009 and news from 2010*
- 2. Infancia y administración de justicia: la importancia de la defensa jurídica*
  - 3. Audio disc CAIF Cantado*
- 4. Inversión en la primera infancia*

## **6. INNOVATION & LESSONS LEARNED**

**Title:** *Use of Micronutrient Powders (MNP) in a pilot project in Canelones*

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### **Abstract**

Chronic malnutrition (stunting), obesity and anaemia are the most frequent child nutritional problems in Uruguay, especially among poor families. Canelones province is

developing an innovative project aimed at the most disadvantaged population (with high levels of food insecurity) in the two poorest regions of the province. The project consists of a home-visit programme that provides family support for pregnant women and young child (0-to- 4) care. At the end of 2010, the project covered approximately 2.000 families. Because the high levels of anaemia could not be curbed, a pilot experience of MNP use is now being evaluated.

### **Innovation or Lessons Learned**

Identification of early child interventions that are effective in addressing the most relevant problems in the country are of particular importance when designing social policies. The main innovation consists of the combination of a home visit program, a local network of social services and the use of MNP. The home visit program has proven to be effective in improving children's weight and the use of social services by families. MNP efficacy and adherence to deal with high levels of iron deficit now being evaluated.

### **Potential Application**

There is a considerable expectation both at local and national level regarding the potential to replicate and scale up this experience.

### **Issue/Background**

Chronic malnutrition (stunting), obesity and iron deficit levels in the two regions of Canelones are higher than the national average. So far, the project has proven to be effective regarding malnutrition and improving family use of social services. However, stunting and anaemia remain as problems not yet controlled.

### **Strategy and Implementation**

A plan to deliver MNP and family counselling is underway on a daily basis, with a total of 60 doses per child. For evaluation, a clinical randomised trial was designed with two groups: a treatment group and a control group.

### **Progress and Results**

Evaluation is underway and results will be presented next year. If impact is significant, the experience is expected to facilitate decisions on early child policies.

### **Next Steps**

UNICEF will continue to provide financial and technical support to the evaluation of the pilot project.

## **7 SOUTH-SOUTH COOPERATION**

South-South cooperation was actively promoted in two areas: early childhood and child rights and justice.

Based on existing cooperation between Uruguay and Chile in early childhood, UNICEF promoted a technical exchange between Canelones Crece Contigo, an innovative project of Canelones province, and Chile Crece Contigo.

A very significant event took place when former Chilean President Michelle Bachelet came to Montevideo invited by UNICEF and gave a speech on the importance of investing in early childhood. Following her words President Mujica personally committed to give priority to early childhood policies.

With the purpose of exchanging local governmental experiences on child policies and on MDG achievement, UNICEF supported the participation of the Mayor of Natal (Brazil) in the launch of "Infancia es Capital", a week-long event organised by the Montevideo Council to highlight local commitment to early childhood initiatives.

The 13<sup>th</sup> 'International Course for Judges, Lawyers and Prosecutors' took place in Montevideo (October). Jointly organised with the Diego Portales University, it was sponsored by the Supreme Courts of Uruguay, the University of the Republic and the National Board of the Public Defenders. The course was attended by 58 judicial officers from Argentina, Brazil, Chile, Colombia, Paraguay, Peru, Angola and Uruguay. Based on this experience, a similar activity was carried out in Nicaragua with the participation of many representatives from the Judiciary Systems of Central America. The course evaluation was very positive, and countries from other regions expressed their interest in implementing it 2011.

Two courses on "Child Sex Abuse, case detection and care" were held in Montevideo. One was organised with INAU and benefitted from the participation of two Costa Rican experts. Another training course, for prosecutors, following an agreement with the Public Prosecutor's Office, was held with the participation of an Argentine judge.