

Uruguay

Executive Summary

On March 1st, 2015, Dr. Tabaré Vázquez took office as President of the Republic, thus starting the third consecutive administration of the leftist party Frente Amplio.

In Uruguay, the National Budget for 2016 - 2020 is prepared during the first year of the administration. Taking into consideration the economic crisis in the region, and the low growth expected for the coming five-year period, the investment planned for child-related social policies provides for significant increases. For example, it provides for the creation of a National Care System that includes children, and an increase of the budget earmarked for education (to reach six per cent of GDP in 2020).

By end 2015, the economy achieved its thirteenth consecutive year of growth, but disparities between adults and children were still prevalent. Income poverty was 18.4 per cent for children and adolescents (0-17 years) and 6.6 per cent for the rest of population

Child-related policies accomplished positive outcomes, but Uruguay still faced significant challenges in child-related issues. Children under the age of five years were particularly affected by the triple burden of malnutrition: although stunting was reduced by 5 per cent; micronutrient deficiencies persisted with 31 per cent of children under five with anaemia and overweight and obesity rose (10.5 per cent). Uruguay had among lowest graduation rates in upper secondary education in Latin America: 38 per cent of young people completed upper secondary school. An estimated 4,000 children live in institutions; and 54.6 per cent of Uruguayan adults admitted practicing violence (physical or psychological) against at least one child under their care.

In the context of the plebiscite held in 2014 that failed to lower the age of criminal responsibility from 18 to 16 years (rejected by 53 per cent of voters), legal reforms were passed that hardened penalties.

In 2015, the Government made significant effort to consolidate innovative Early Childhood Development (ECD) policies of previous administrations. UNICEF Uruguay provided technical assistance and facilitated the exchange of knowledge and experiences with other countries in the region and beyond.

In education, the year was marked by union issues. UNICEF supported capacity development activities (for example training mentors to support the most disadvantaged children, to reduce dropout rates), and provided technical assistance to education authorities to qualify policy design.

Regarding institutional care, the new authorities expressed interest in receiving assistance from UNICEF Uruguay to deploy a national programme to strengthen parental roles and reduce the number of children who live in institutions.

In terms of juvenile criminal justice, the new Government intended to create new institutions

outside the protection system. Met by union opposition, the bill for establishing the separation was already sent to Parliament for approval. The United Nations System, under the technical leadership of UNICEF, subscribed an agreement with the new Government to strengthen measures against deprivation of liberty for minors.

In 2015, support was provided for the preparation of a five-year plan of the National System of Prevention and Management of Violence to be presented in April next year.

The Government of Uruguay strengthened its policies to follow up on commitments to human rights organizations. In this framework, arrangements were made for the visit of two members of the Committee on the Rights of the Child to discuss the recent recommendations made to the country.

During 2015, considerable effort was put into the preparation of the 2016 – 2020 Country Programme Document (CPD). The Government of Uruguay expressed an interest to continue receiving UNICEF Uruguay support for ECD, Education and Protection policies. Uruguay provided technical assistance to other countries to advance the development agenda, including child rights. Uruguay is a major contributor to United Nations Peacekeeping Forces, and in this context could play a leading role in the protection of child rights in humanitarian and other situations, including through sharing experiences.

Humanitarian Assistance

In December, there were floods in the north of Uruguay, specifically in the provinces of Artigas, Salto, and Paysandú, that displaced 23,000 people from their homes. UNICEF coordinated with the National Emergency System to deliver hygiene supplies and repellents for the affected population. Provincial Coordination Committees organized on-territory response and managed the shelters. People accommodated in shelters received comprehensive care, shelter, protection, food, recreation and health care. Health teams visited shelters and conducted actions for disease prevention and epidemiological monitoring.

Summary Notes and Acronyms

BCP — Business Continuity Plan
BFHI— The Baby-Friendly Hospital Initiative
C4D — Communication for Development
CAIF — Centros de Atención a la Infancia y la Familia (Children and Family Care Centres)
CEDAW— Convention to eliminate all forms of discrimination against women
CMT— Country Management Team
CO— Country Office
CP — Country Programme
CPD— Country Programme Document
CRC— The Convention of the Rights of the Child
DCT— Direct Cash Transfer
EBF — Exclusive Breastfeeding
ECD — Early Childhood Development
ECLAC — Economic Commission for Latin America and the Caribbean
ERM — Enterprise Risk Management
GSSC — The UNICEF Global Shared Services Centre
INAU — Instituto del Niño y Adolescente de Uruguay (Uruguayan Institute for Children and Adolescents)

HACT — Harmonized Approach to Cash Transfer
 ICT — Information and Communication Technology
 IMEP — Integrated Monitoring and Evaluation Plan
 IP — Implementing partner
 JCC — Joint Consultation Committee
 KPI — Key Performance Indicator
 LACRO — UNIEF Latin America and Caribbean Regional Office
 MEC — Ministerio de Educación y Cultura (Ministry of Education and Culture)
 MI — Ministry of the Interior
 MIDES — Ministry of Social Development
 MOH — Ministry of Health
 MSP — Ministry of Public Health
 MTCT — Mother to Child Transmission
 MTR — Mid-Term Review
 OMT — United Nations Operations Interagency Group
 OR — Other Resources
 PAS — Performance Appraisal System
 RAM — Results Assessment Modules
 RR — Regular Resources
 RUANDI — Red Uruguay de Apoyo a La Nutrición Infantil (Uruguayan Network for Support of Child Nutrition) UNICEF electronic financial management system
 SDG — Sustainable Development Goals
 SIPIAV — Sistema Integral de Protección a la Infancia y la Adolescencia contra la Violencia (Comprehensive System for the Protection of Children and Adolescents against Violence)
 SLA — Service Level Agreement
 UNCT — United Nations Country Team
 UNAIDS — The Joint United Nations on HIV/AIDS
 UNDP — United Nations Development Programme
 UNDSS — United Nations Department of Safety and Security
 UNICEF — United Nations Children's Fund
 WASH — Water Sanitation and Hygiene

Human Rights-Based Approach to Cooperation

The human rights-based approach cuts across all of UNICEF cooperation in Uruguay. This approach was used as a methodological framework in the process of preparation of both the Situation Analysis (SITAN) and the CPD. In 2015, UNICEF Uruguay supported the visit of two members of the Committee on the Rights of the Child and collaborated in the preparation of the UNCT report to the CEDAW Committee.

UNICEF Uruguay was involved in the UN Human Rights group and in the activities promoted by the Human Rights Board of the Ministry of Foreign Affairs to follow-up on the Universal Periodic Review.

Gender Mainstreaming and Equality

In April the CO carried out consulting with the aim of incorporating the gender-based approach and the Gender Action Plan to its programming. The outputs of the consulting work were taken into account for the Situation Analysis (SITAN) and the new Country Programme Document (CPD). UNICEF Uruguay worked with the UN Gender Group to promote a legislative reform to increase the legal age for marriage from 16 to 18 years old.

Concerning gender-based violence, especially violence against girls, the CO followed several lines of action: creation of tools (road map) for the detection and management of child abuse and sexual abuse in educational and health settings; capacity-building justice system operators; and creation of information tools for the prevention of violence against boys and girls. One achievement was the integration of the generational and gender approaches to address violence issues that Uruguay had typically addressed in a fragmented fashion. The achievement was partly the result of advocacy work of the CO that managed to bring together child and women institutions to work on common projects.

UNICEF Uruguay took action concerning commercial sexual exploitation of children, with special emphasis on girls, and supported the National Committee for the Eradication of Sexual Exploitation (CONAPEES) since its inception. CONAPEES conducted a campaign “No Hay Excusas” (No Excuses) to raise public awareness on sexual exploitation and about the legislation that penalizes offenders. UNICEF Uruguay supported capacity-building activities for operators on this issue.

UNICEF Uruguay does not have a specific staff person working on gender, but the issue is a central part of the work in the area of Protection.

Environmental Sustainability

Environmental sustainability was analysed in the SITAN prepared on the basis of the work of the CPD. Although the issue is not a programme priority in the new CPD, UNICEF Uruguay will follow up on this issue in the framework of the United Nations Systems joint work.

Effective Leadership

During 2015, several actions were taken by the CMT to improve Operations and Programme management performance.

The following meetings were held: 11 CMT, 29 programme coordination meetings, six staff meetings.

The following changes were proposed and approved in the 2015 PBR:

- Abolish NOB PFP Officer
- Create new post NOC PFP Manager
- Create new post NOA PFP Marketing Officer
- Create new post GS5 PFP Database Management
- Create new post GS5 PFP Marketing Assistant
- Abolish NOB Planning and Monitoring Officer
- Create NOB Child Protection Officer

One-hundred per cent of the audit recommendations were implemented during 2015.

PFP Manager National Officer category C (NOC); Marketing Officer (NOA), GS5 Database Assistant were recruited.

Performance Evaluation Report (ePAS): first part and mid-year review were completed on time by all the staff.

The Security Assistant visited the CO several times and made recommendations to improve safety. Staff members participated in the mid-year evacuation drill coordinated by the UNDSS

Security Assistant and the Operations Assistant. Before travelling, all staff made a security clearance request (TRIP).

Until October 2015, the HUB’s Operations Officer participated in all the CMT meetings via Skype for business. Before joining the Global Shared Services Centre (GSSC), the Operations Manager and the Finance Assistant visited the CO to prepare the transition to the GSSC and to provide training in topics related to the Finance area.

Financial Resources Management

BMA funds cover most of the operational costs of the CO. Expenses not covered by BMA were charged to the cross-sectoral component.

Through to October 2015, bank reconciliations were processed in the Southern Cone HUB. When the Global Shared Services Centre (GSSC) opened, reconciliations were then transferred to the GSSC for processing.

Fund-raising and Donor Relations

The stability of the pledge operations in Uruguay, in particular the high retention rates and successful acquisition channels, provide a predictable, flexible and sustainable financial pipeline for UNICEF Uruguay. This allowed the CO to appropriately plan activities with a mid-to-long term vision. Pledge donors are informed on regular basis through the Annual Report for donors, the newsletter and emails.

Evaluation

Uruguay was involved in the evaluation of early childhood education policies led by LACRO.

Efficiency Gains and Cost Savings

UNICEF Uruguay participated in the inter-agency group Operations Management Team (OMT). Since the OMT started operations, agreements were made with companies in different fields (air tickets, stationery, information technology supplies, courier, hotels).

Supply Management

UNICEF Uruguay 2015	Value in US\$
Consultancies and services	691,107
Programme Supplies	26,769
Consumables	10,458
Support	
Services	128,067
Assets (computers)	12,372
Private Fundraising and Partnerships	
Consultancies and services	982,993
Consumables	45,478

The supply component of the CO is composed of consultancies and services, programme supplies, consumables and assets.

Consultancies and services represent 30 per cent of the total programme implementation for 2015 (US\$ 2,304,094). Programme supplies were mainly printing materials procured at local level delivered to implementing partners and projects. There is no warehouse controlled by UNICEF in Uruguay. The CO received funds from Headquarters to procure computer equipment in compliance with the light Project. In this respect, a DO was issued for US\$ 12,372.

Security for Staff and Premises

The UNSS Assistant delivered a talk to the staff on road safety precautions.

The CO complies with the MOSS standard.

Staff members participated in a road safety course.

All safety reports (e.g., robbery, car accidents, etc.) are immediately reported to UNSS.

Human Resources

The PAS was incorporated in UNICEF Uruguay culture, and the staff complied with the established deadlines.

UNICEF Uruguay funds covered the RR and OR posts.

In 2015, new staff members were recruited for the PFP area. The Southern Cone HUB's HR Assistant was involved with each recruitment. Two recruitments are pending to be performed in the first quarter of 2016.

Effective Use of Information and Communication Technology

In 2015 no business disruption issues were experienced by local infrastructure problems, and external problems and interruptions were adequately isolated. A number of Local and Area projects also were completed, fulfilling specific requirements that were identified throughout the CO and aimed at strengthening the IT and Operations role as a support to the programme, Fundraising and Communications areas.

The scheduled global rollouts were successfully completed, including the update of all desktops and laptops. The ICT services were migrated to the new LIGHT system that will continue to make adjustments so users can benefit from the tool properly.

Network hardware was restructured in the racks of Data Centre and the UNICEF Uruguay applications and interfaces were successfully maintained. The information and communication technology (ICT) acquisitions were completed using Long Term Agreement (LTA) vendors.

A new Fundraising Office in same building was successfully installed, including Cisco Switch, Network Cat-6 wiring, Wi-Fi access, Printer and PBX terminals. Old unsupported and non-adequate hardware was renewed and the office IT infrastructure capabilities were increased.

Office security was improved with the implementation of Fingerprint Access including new Fundraising office. Cloud-based office tools were used, including Outlook on PCs and personal smart phones. Skype for Business was used for telephone calls and for video-conferencing in

90 per cent of cases. SharePoint was used to upload finance documentation. OneDrive for Business was implemented to administrate personal user information.

UNICEF Uruguay's social media presence increased significantly in 2015. Communications team is responsible for updates and control the online media and monitoring in real time.

Programme Components from Results Assessment Module

ANALYSIS BY OUTCOME AND OUTPUT RESULTS

OUTCOME 1 The quality of public policies in IECD and education was improved as well as disparities in access and learning achievement reduced.

Analytical Statement of Progress:

In the past five years, important progress was made regarding development and strengthening of public policies devoted to early childhood and to education in Uruguay. Innovative programmes focused on most disadvantaged young children and their families like Uruguay Crece Contigo have been successfully put in place and scaled up. At the same time, new school programmes aimed at improving learning achievements like "Maestros Comunitarios" and the programme Aprender (Programa de Atención Prioritaria en Entornos con Dificultades Estructurales Relativas) were carried out in many schools throughout the country reaching an increasing number of children. At secondary schools, programmes developed to reduce dropout rates have provided a very valuable new approach to this issue.

However, a number of unresolved issues regarding children and adolescents remain. Poverty and vulnerability affect young children: 20.4 per cent of children under six years old are affected by poverty (income poverty). Anaemia, stunting and an increasing incidence of obesity and health issues affect a significant percentage of children. Only 38 per cent of adolescents complete upper secondary school despite being legally compulsory and significant inequities remain as the graduation rate from upper secondary is almost seven times higher among adolescents of the richest quintile (72 per cent) than among adolescents of the poorest quintile (11 per cent).

Future efforts should be aimed at strengthening the social protection system benefitting all children through innovative approaches, inter-sectorial cooperation and budget sustainability with specific attention to children suffering from income and multi-dimensional poverty and with limited access to social services and/or social protection.

OUTPUT 1 Political consensus achieved around a proposal of a social protection system for children under five years old and their families.

Analytical Statement of Progress:

In order to advocate for a social protection system for ECD, UNICEF Uruguay provided relevant support to programmes during the transition to a new administration including Uruguay Crece Contigo from MIDES (UCC), CAIF from INAU and Child Health Programme of Ministerio de Salud (MS).

ECD programmes were reaching more children and especially the most disadvantaged. New programmes were put in place by the new administration like the Sistema Nacional Integrado de Cuidados (SNIC). In the coming years it will be critical to integrate the different sectors in a more comprehensive and coherent policy.

To inform the new authorities, a follow up stocktaking report of studies and evaluations regarding ECD policies was prepared. “Policy dialogues” were organized with a similar purpose and were positively evaluated by authorities.

UNICEF Uruguay provided technical support to unified communications and collaboration in the areas of child development and home visiting. A new set of materials was developed in support of field work of UCC and Plan CAIF.

The web site “CRECER” was developed by the communications section of UNICEF Uruguay with an integrated set of information regarding early childhood health, nutrition, rearing practices as well as pregnancy care. This site will be shared with UCC.

UNICEF Uruguay jointly with UNDP and IADB co-sponsored a four-day international seminar on early childhood (“De primera y para siempre”) with the participation of international and local experts. The meeting was very successful in terms of the number of participants and the engagement of the different sectors. The outputs provided by the different discussions on very relevant topics and agreements reached were highly appreciated by all participating partners.

The network of researchers on ECD issues was consolidated in two meetings in 2015. At the same time, a research grant on ECD of US\$ 250,000 was consolidated with governmental and UNICEF funds. The grant was managed by ANII (Agencia Nacional de Innovación e Investigación) and after an open bid, seven research projects were selected. Research projects will be carried out in 2016-2017. This initiative is aimed at providing scientific evidence as an input to develop effective interventions in early childhood. UNICEF Uruguay collaborated facilitating the dialogue between policy decision makers and scientists, considered an essential input in the definition of an integrated social protection system for ECD.

Constraints were: the upcoming new administration which implies an extended period of internal processes, the appointment of new authorities and the process of budgeting; a possible discontinuation of programmes, programme fragmentation and the difficulties to coordinate.

OUTPUT 2 Innovative experiences regarding early childhood successfully implemented

Analytical Statement of Progress:

UNICEF Uruguay worked with the Municipality of Canelones (MoC) in the implementation of a pilot initiative called “1000 days of equity for all children of Canelones”. This initiative aims at promoting and protecting child health, nutrition and development of all children from birth to the age of 36 months with an especial focus on the most vulnerable.

At the same time and at national level, UNICEF Uruguay and UCC started to develop a new approach to work at local level called “Territorios para crecer” which will be inspired by Canelones’ experience.

The project “1000 days” was systematized in order to facilitate the use of lessons learned at national level. Regarding the second phase of this project (local action plans involving elected mayors), an important delay occurred because of the mid-year municipal elections. Nevertheless a meeting with a selected number of municipal authorities was held this year where possible local plans were discussed.

OUTPUT 3 Learning achievement in primary schools in the poorest areas improved.

Analytical Statement of Progress:

During 2015, UNICEF Uruguay provided technical assistance and support to improve quality and effectiveness of policies and programmes to improve learning achievement in primary education.

In April, a training benefited approximately 500 teachers who belong to “Communitarian Teachers programme”, it focused on innovative pedagogical approaches to teach most disadvantaged children. Also a field mission with the Government of Costa Rica in order to know the Communitarian Teachers Programme was organized jointly by offices of both countries. The mission, carried out within the framework of a South-South Cooperation platform, contributed to the exchange of knowledge and good practices between two countries.

Finally during 2015 the pilot project (“inclusive primary schools network” for children with disabilities) that started in 2014 was consolidated and enlarged from 10 up to 17 schools. The consolidation of this innovative programme, as well as the dissemination of its achievements, contributed to influence budgeting process. Consequently the authorities of Primary Education Council adopted the decision to scale-up this network to reach 60 schools by 2019, funded by public budget and with technical assistance from UNICEF Uruguay.

OUTPUT 4 Graduation rates from secondary school increased

Analytical Statement of Progress:

The most important achievement in 2015 was the institutional consolidation of programmes to prevent drop-out in lower secondary education, based on pedagogical support for students at risk of drop-out, provided by mentors and teachers. UNICEF Uruguay organized several training activities for the teachers and for principals of the state secondary schools. In the context of the political transition between administrations, UNICEF Uruguay organized meetings, retreats and workshops with new authorities of the education system to advocate for better programmes to prevent drop-out considering planning and budgeting for the period 2016-2020. Several activities were implemented by the CO (for instance retreats and workshops with representatives of the union of secondary students) to develop the capacity to claim rights as well as to participate in decision-making process in secondary schools.

OUTPUT 5 Knowledge generation, advocacy and technical assistance

Analytical Statement of Progress:

Knowledge generation, advocacy and technical assistance were key strategies during 2015 as and the CPD cycle. In 2015 UNICEF Uruguay facilitated training of researchers of National Institute of Educative Evaluation (NIEE) to evaluate non-cognitive competences and social and emotional skills among students. The strategic goal in the middle term is the implementation in 2016 and 2017 of national assessments on those competences and skills in students of primary and secondary education (aged 15), which could be a pilot for other education systems aiming to complement standardized test of learning outcomes (mathematics, reading, science, etc.), in order to have a more holistic assessment about the quality of education. In this framework an international seminary on experiences of measurement and assessment of non-cognitive competences was carried out, bringing expertise, experiences and good practices from Spain, Brazil and LAC countries. Also an intensive training course for researchers of NIEE and other institutions in charge of national learning tests, was provided by scholars of Princeton University. Finally at least two reports in education and social policy fields (in particular about

multidimensional poverty in children elaborated with Economic Commission for Latin America and the Caribbean/ECLAC Office in Montevideo) were provided to counterparts to contribute to policy improvement.

OUTCOME 2 Children and adolescents benefit from a legal framework and public institutions aligned to the CRC principles.

Analytical Statement of Progress:

In 2015 work focused around four strategic areas: monitoring child rights, capacity-building for the new institutional structure of juvenile criminal justice and children living in institutions; training stakeholders on violence against children.

Despite the transition between government administrations, significant advances were achieved in all outputs, in particular the commitment to transform the juvenile justice system and the policies for children without parental care.

However, Uruguay faced challenges in the area of protection, identified in the Situation Analysis (SITAN) and outlined in the CPD agreed with the Government. The areas of protection are: high levels of violence against boys, girls and adolescents; many children living in institutions, and a great number of adolescents deprived of liberty. The work process for the identification of priorities revealed a need to pursue the following strategies: knowledge generation, stakeholder training, public policy design, and the promotion of cultural change.

OUTPUT 1 Sustained mechanisms for child rights monitoring established.

Analytical Statement of Progress:

Although it is not possible to affirm that a full mechanism for child and adolescent rights monitoring was established, during this period UNICEF Uruguay significantly contributed to the creation of a mechanism for the monitoring of the rights of children and adolescents who are in a situation of greater vulnerability.

As a result of efforts and working agreements of UNICEF Uruguay with the National Human Rights and People's Defence Institution, there is now a stable group within the institution that reports regularly on the situation of children living in residences and adolescents deprived of liberty.

Additionally, significant advances were made this year in the production of quantitative information on the situation of child rights. The findings of the MICS survey were published and, in the framework of the Judicial Observatory, surveys on juvenile criminal justice, violence against children, and motives for institutionalization were finalized.

Although many advances have been made, it is necessary to continue working in order to consolidate a global monitoring mechanism.

OUTPUT 2 National legislation on juvenile justice according to the standards set in the CRC

Analytical Statement of Progress:

The greatest milestone of the Uruguayan juvenile criminal system crisis was the plebiscite to lower the age of criminal responsibility held in 2014. Although the bill was rejected, almost 50

per cent of the population voted in favour of prosecuting adolescents as adults, and public opinion claims for harder penalties. In this environment, several law reforms have been passed that mark a regression with respect to the CRC.

During 2015, in an environment of high public opinion, authorities were pressured to provide answers about greater security, while respecting adolescent human rights. In this framework, a new legislative reform has been proposed for the final separation of the institutions of child protection and the execution of criminal penalties for adolescents. This poses a challenge for the country to build new, more effective criminal institutions, according to human rights standards. UNICEF Uruguay collaborated in establishing a working agreement of the whole of the United Nations System with the new authorities, prioritizing alternative measures over the deprivation of liberty.

UNICEF Uruguay provided technical assistance for conducting a national diagnosis on alternative measures to deprivation of liberty.

This year, through an agreement with the Cooperative Centre, links were strengthened with the University of the Republic's Law School, implementing several training activities that did not exist in traditional curricula: workshops for students on criminal defence of adolescents, with the participation of 30 lawyers, two postgraduate programmes on the rights of the child for lawyers and operators who work in child issues (approximately 40 participants). While the number of participants is still low, the CO considers this an important achievement, since this is the first time the Law School administers training on child rights.

Also in 2015, the 18th Course on the Protection of Child Rights was organized in Uruguay for Judges, Lawyers and Prosecutors. This year the course was attended by 60 judicial operators of 14 countries of the region: Argentina; Brazil, Costa Rica; Panama; Bolivia; Colombia; Ecuador; Honduras; Nicaragua; Paraguay; Dominican Republic; Uruguay and Venezuela. The Course provides an academic accreditation of the Diego de Portales University of Chile, and participants that pass the course and the final examination receive a diploma of the University. The effective exercise of the right to access justice is a concern for everybody, but children face even greater challenges than adults. In many countries, Justice Systems are not designed to address the needs and rights of the child, and still do not have specialization tools for judges, prosecutors or defence lawyers working in this field. The specialization of justice systems is not only an aspiration, but also a commitment undertaken by States and justice systems when ratifying the Convention on the Rights of the Child.

OUTPUT 3 Prevention of violence against children and women incorporated in the key social public policies.

Analytical Statement of Progress:

During 2015, efforts were focused on strengthening the System of Prevention and Management of Violence (SIPIAV). In a year marked by the change of authorities, work was conducted on the preparation of the five-year inter-institutional plan that will be presented in April 2016.

Moreover, support was provided for carrying out a first-phase diagnosis on institutional violence within the Institute of the Child and the Adolescent that manages the residences of boys, girls, and adolescents who have lost parental care.

In order to incorporate prevention and detection of violence in schools, the plan for the training of future teachers continued in 2015. Over the year, 600 teaching students were trained in the detection and management of violence situations. Moreover, teachers now have materials for the support of children suffering from violence or abuse.

Also, training was delivered for 60 people to strengthen the justice system in the management of: child violence, sexual abuse, and commercial exploitation.

This year a training was delivered on sexual abuse for Forensic Technicians with the participation of forensic paediatrics expert, Dr. Lambert, currently medical director of the University of Miami. Dr. Lambert also conducted an open Conference for the general public, entitled "Evaluation of child abuse and child sexual abuse from a medical perspective", with the participation of over 300 people, including national authorities, judges, lawyers, prosecutors, forensic technicians and social workers.

OUTPUT 4 A reform that gradually reduces the number of children in institutional care is implemented

Analytical Statement of Progress:

This year efforts were focused on two issues: working with the new authorities of INAU on the need to develop a national programme; impacting decision-makers, mainstreaming the issue of children and adolescents living in protection institutions and the need to change this reality into the policy agenda.

In this respect, we should note two high-impact actions:

The seminar entitled, "The right to live and grow in a family. Towards an alternative model to institutionalization", gathered stakeholders with responsibilities around this issue. Thus, institutional decision-makers from academia, civil society and the justice system took part in the seminar, where neuroscience studies were presented, with the contribution of national and foreign legal experts, as an essential condition to devise new strategies. Additionally, experts from Europe and region shared experiences on advances in the transformation of protection systems, generating new institutional conditions for boys, girls, and adolescents to live and grow in family settings. The seminar was attended by 250 people, representatives of various fields and key stakeholders of the processes of transformation of the Uruguayan protection system.

The International Meeting on "Protection and Autonomy. Adolescents transitioning from institutional care to independent living" organized by UNICEF Argentina and Uruguay in the city of Buenos Aires. The main purpose of the meeting was to reflect upon the need of support of adolescents transitioning from the protection system to adulthood; understanding the responsibilities of the State, society and the private sector in this process; and taking ownership of specific tools and good practices for a successful transition process that respects human rights. High-level authorities of both countries participated in the meeting, the main result of the meeting was the commitment of the National Human Rights Institution was secured to create a working group to design specific legislation on this issue.

OUTCOME 3 Civil society, media and private sector engaged in mobilizing and leveraging resources for children.

Analytical Statement of Progress:

In 2015 objectives were focused around five strategic areas: monitoring of media coverage about children issues, training of key counterparts, sensitisation and generation of knowledge

on children rights, consolidating the relationship between UNICEF Uruguay and its individual donors as well as the private sector, and building a broad partnership for children's rights. Important progress was made regarding development and strengthening of UNICEF Uruguay resource mobilization operation in 2015. The funds raised grew a 28 per cent respect to 2014. The growth was based in a sustainable, not earmarked and risk-averse strategy. Financial needs of UNICEF Uruguay programme were covered as well as contributions to Regular Resources, LACRO Regional Thematic Fund and Emergencies.

Uruguay continues facing significant challenges to engage society to respect and promote child rights including lack of knowledge about child rights, low visibility of some key issues affecting children and the existence of cultural barriers and social norms that go against the fulfilment of key rights. Therefore the promotion of norms aimed at transforming the way society see and treat children and get parents positively involved as child duty-bearers is a priority in the next CPD agreed with the Government

OUTPUT 1 Local Fundraising Increased

Analytical Statement of Progress:

Regarding the output related to fundraising during 2015, UNICEF Uruguay contributed to furthering UNICEF's mandate in Uruguay and beyond by substantially growing (flexible) funds raised in the country in a sustainable and predictable manner. The CO raised sufficient funds to cover financial needs of programme and to progressively increase contributions to Regular Resources the LACRO Regional Thematic Fund – as well as global emergencies.

UNICEF Country Office focused its efforts on:

Diversifying the acquisition portfolio of new donors by incorporating face-to-face campaigns as a mechanism for capturing pledge donors, and exploring agreements with companies to conduct campaigns inviting their customers and employees to become UNICEF Uruguay partners (Corporate Pathways to pledge). For this purpose three push campaigns were developed with the national telecommunication company (ANTEL), including an emergency appeal for Ebola.

Incorporating the electricity bill as a further mechanism for the payment of pledge donations. For this purpose, an agreement was signed UTE, the state-owned electricity company, which has the monopoly of power supply in the country and one million customers, as an alternative method of payment to debit card and phone bill. As a result 10 per cent of our new pledge donors use the electricity bill as a payment method.

Fundraising platforms complementary to the TV telethon, based on SMS and phone call campaigns were developed. This strategy obtained 127,400 one-off single donations. Moreover, through prospection campaigns 11,200 new monthly donors were acquired, upgrade campaigns were carried out among 20,000 pledge donors, resulting in average donation increases of 18 per cent of the total basis, and a reinforcement of loyalty and nurturing processes.

Nurturing pledge donors on regular basis through the Annual Report, the newsletter, e-mails and SMS.

Enhancing prospecting capacity: two new telemarketing agencies and a Face-to-Face (F2F) agency were incorporated to the operation.

As a result, US\$ 3.1 million was raised, entailing a 29 per cent growth in relation to 2014. US\$ 1,144,822 for RR was sent, US\$ 149,525 for the Regional Thematic Fund and US\$ 37,565 for the emergencies in Nepal and Ebola.

These are sustainable funds (94 per cent of the funds proceed from individual donors), not earmarked and risk averse: UNICEF Uruguay had a pledge database of 55,215 pledge donors, accounting for 2 per cent of the adult population.

OUTPUT 2 Corporate engagement & RSE

Analytical Statement of Progress:

To follow up on the dimensions of children rights and corporate principles, UNICEF Uruguay and Deloitte published the second edition of the research entitled, "What are companies doing for children in Uruguay?". The publication was distributed during UNICEF Uruguay fundraising dinner to all attendees, and was send via email in a digital version to our corporate contacts (900 copies were distributed).

In December UNICEF Uruguay organized with Deloitte a breakfast meeting for the private sector. The main objectives were to generate discussion on the current situation of Uruguayan childhood; present child rights and business principles and the main results of the study: "What are companies doing for children in Uruguay?"

The event, limited in scope, was attended by people from 23 companies and organizations. One hundred per cent of the people who responded to the satisfaction survey showed interest in the subject and would like to receive more information about it.

OUTPUT 3 The society is aware and is sensitive to the situation of children and adolescents rights.

Analytical Statement of Progress:

One of main objectives in 2015 was to create awareness against violence that affects children. A regional campaign was promoted in coordination with UNICEF Argentina, Paraguay, and Chile called "Haz que se detenga #Finalmaltrato" to advocate about domestic and family violence against children. It created awareness about negative consequences of psychological aggression and physical punishment on children's lives and was designed to reach a wide target. The strategy focused on social media (Facebook, Twitter and YouTube) and came through traditional media as well. The campaign has an outstanding impact in social media in Uruguay: 58,627 likes (in a total of 120,708 for the four countries) 261.206 people engaged (in a total of 390.941) and 540,630 video viewers (in a total of 555,249).

Another activity to stop violence that affects adolescents was a partnership with educational authorities and secondary student's participation to design and implement a campaign against bullying inside the secondary schools. The campaign was design by the students with UNICEF Uruguay support and students were the "ambassadors" of the initiative in their secondary schools. Adolescents nationally were sensitized to fight against bullying in their schools, they strengthened their capacities to claim their rights and to participate in decision-making processes in secondary schools.

Social media was a key tool to advocate for children's rights, consolidating strong communities of 107,412 fans on Facebook and 23,468 followers on Twitter and a total of 12,359,092

impressions on Facebook and 878,665 on Twitter of UNICEF messages to engage key audiences to act on behalf of children.

In order to adapt to the contextual shift of social media expansion and to engage UNICEF Uruguay social media communities as child duty-bearers, the CO transformed all content of paper publications to parents to digital format. The web site “CRECER” and social media content were developed with an integrated set of information regarding early childhood health, nutrition, rearing practices as well as pregnancy care.

OUTPUT 4 The coverage of children's issues in the media increases and the quality of treatment improves.

Analytical Statement of Progress:

Although this was a special year due to transition between government administrations, a significant advance was made: a new law on communication was approved that contained a special chapter about children rights related to media. Its content was a result of an assessment done by UNICEF and UNESCO to the Consultative Board, whose role is that to make recommendations for the content of this chapter.

With the goal of advocating for media producing relevant and rights-perspective information about children, journalists from local media placed outside the capital were trained. As a result, in spite of the reduction of news articles about children, the quality of the articles improved. It decreased from 6,223 news articles in 2014 to 5,800 in 2015. This is because 2014 was a special year for children as a plebiscite for a constitutional reform to lower the age of criminal responsibility that generated an increase in the coverage related to childhood. Therefore, when the coverage about adolescents in conflict with the law decreased, the quantity of coverage about children issues also decreased. The improvement of the coverage quality is indicated by the decrease of the use of pejorative terms from 12 per cent in 2014 to eight per cent in 2015. From all the news articles that use pejorative terms an 83 per cent was about adolescents in conflict with the law and only 0.2 per cent was about education. To address this problem, UNICEF Uruguay developed a protocol and trained communication police departments about how to communicate situations that involve children being victims of violence or in conflict with the law from a right perspective. As they are the main font of information for the press about these situations, this has contributed to the improvement.