Uruguay

Executive summary

In 2017, the Uruguayan economy reached 15 consecutive years of growth and, as per World Bank data, Uruguay has been classified for the fifth consecutive year as a high-income country: gross national income per capita was US$15,230.

Despite those positive figures in the economy, the positive trend of poverty reduction recorded from 2004 to 2013 stopped during the past few years. In 2016, the income poverty rate was 9.4 per cent, almost the same as in 2014 and 2015 (9.7 per cent), and the income poverty rate for children was 17.6 per cent: 20.1 per cent (0–5 years old), 16.8 per cent (6–12 years old) and 16.2 per cent (13–17 years old).

What should be highlighted is that Uruguay still exhibits a very high disparity between children and adults in Latin America and the Caribbean with regard to their well-being. While income poverty in the rest of the population is 6.6 per cent, in children and adolescents it is 17.6 per cent. Moreover, there are significant disparities and gaps among children: i.e. poverty among Afro-descendant children nearly doubles in the rest of children (27.7 per cent vs. 16 per cent).

The most updated record of child mortality (8 per cent in 2016) represented an interruption of sustained decrease observed between 2012 (9.3 per cent) and 2015 (7.5 per cent). Overall, during 2017 the Government of Uruguay continued making efforts to consolidate the innovative early childhood development (ECD) policies that were started during the previous administration.

In a country where children are disproportionally affected by deprivations beyond the economic ones, ECD remains a priority of UNICEF Uruguay. The Country Office continues raising awareness with the wider public and carrying out advocacy with national authorities to maintain the focus on the importance of the first 1,000 days of life of a human being. To this end, the seminar ‘Investing in Children: A key opportunity for social development’ was organized on 7–8 November, with the engagement of the World Bank, the Inter-American Bank and CAF. The seminar helped to generate relevant knowledge and increased interest in the topic both in the media as well on the political agenda. Two studies on child poverty and social investment for children were produced jointly with the Economic Commission for Latin America and the Caribbean (ECLAC) country office.

In 2017, UNICEF Uruguay promoted a policy dialogue process on education reform. The Office participated in a series of roundtables with a broad scope of social and political actors, including the private sector, unions, non-governmental organizations, the media and scholars specialized in education. The process was intended to provide valuable inputs to the educative authorities to update curricula and improve the quality of education. The authorities of primary education have been working with the support of UNICEF Uruguay to develop institutional capacities as well as to expand coverage of a pilot project of inclusive schools for children with disabilities.
In the area of child protection, significant advances were achieved in the outputs related to violence and children living in institutions. A road map to detect and attend to situations of mistreatment and sexual abuse of children and adolescents in the health sector was developed and will be presented and implemented in 2018. Research on violence against children was presented with significant media and political repercussions, and other innovative experiences were explored.

A new reform of the Children’s Code was introduced to follow the new General Code of Penal Procedure. Uruguay changed its inquisitorial criminal system to an accusatory system. However, this resulted in inequalities between adults and adolescents. When facing the same type of crime, adults can comply with the precautionary measure in liberty, while adolescents between 16 and 18 years old are bound to fulfil it deprived of their freedom. UNICEF advocacy and support were instrumental in designing a protocol that was then validated by the judicial system, to be launched in 2018, for non-privative measures in Uruguay.

It should be highlighted that 123 million Uruguayan pesos (UYP) (US$4.3 million) was raised, with a 29 per cent growth in dollars compared to 2016. In addition, UYP46.5 million (US$1.6 million) for Regular Resources were remitted. These funds are sustainable (98 per cent proceed from individual donors), are not earmarked and are risk averse. The outstanding result is that 74,817 pledge donors, almost 3 per cent of the adult population, donated in 2017.

Communication strategies enhanced public awareness on situations related to equity, inclusive education, early childhood development (ECD) and violence affecting the fulfilment of children’s rights. World Children’s Day had a significant media impact, highlighting the importance for children in Uruguay as in the rest of the world to be part of decision-making processes affecting their lives.

**Humanitarian assistance**

In June, severe climate events with significant floods affected the northern region and specifically the provinces of Salto, Paysandú, Artigas and Río Negro, with more than 8,000 people displaced from their homes. Some 2,500 children were affected. All response actions were coordinated by SINA (Sistema Nacional de Emergencias). UNICEF also coordinated with the Departmental Emergency Centres of the affected areas for a closer monitoring of the situation. As part of the response, UNICEF activated the private sector and directly provided supplies as per SINA’s request. They consisted in diapers, hygiene kits and clothes (especially warm clothing for smaller children) and materials pertaining to social protection and psychological support.

In the south and particularly in Canelones, floods affected the region and UNICEF also helped in providing many similar supplies.

In November 2017, UNICEF signed a memorandum of understanding with SINA and the Uruguayan Institute for Children and Adolescents (Instituto del Niño y Adolescente de Uruguay, or INAU) to create a committee to produce protocols and coordinate all aspects regarding risk reduction and emergency response directed specifically to children. Different materials to provide support on this area were produced and will be validated in 2018.

**Emerging areas of importance**

*Early childhood development (ECD).* ECD is a priority within the current Country Programme Document (2016–2020). In Uruguay, adversity affects small children and their families in
particular. Despite significant efforts made by the authorities to overcome this situation, the goal of a much more inclusive opportunity from birth for all children remains a major challenge.

Starting early in 2010, UNICEF Uruguay has been advocating regarding the relevance of the 1,000 first days and the necessity to include an early childhood perspective in public policies. Advocacy work, together with technical advice as well as alliances with key sectors, promoted the development of new programmes and policies in this area. From that point, UNICEF provided continuous support to the emerging ECD programmes, developed new educational materials and provided support to knowledge generation.

Starting last year, a new ‘National Care System’ is aimed at building 150 new preschool centres, which represents a significant effort to further develop ECD policies.

Nevertheless, a big part of the public offer of social services is fragmented and there are still groups of beneficiaries that do not access them. Therefore, a more efficient intersectoral approach is needed. Quality of services is also a big challenge to achieve results in terms of child development.

UNICEF is strongly advocating for these two aspects through public debates, communications, and promoting new research and exchange with regional experiences in Latin American countries.

On 7 and 8 November, a seminar on ‘Investing in Children: A key opportunity for social development’ was held gathering qualified participants and a group of experts and presenters. Professor James Heckman, a Nobel Prize winner who was invited to the event but couldn’t come, sent a video presentation that was showcased during the morning of the second day with great success. Also, the third series of The Lancet was presented, highlighting the importance of investing in the first 1,000 days of life.

Other topics discussed included the role of neurosciences, the different opportunities along the trajectory of life (neuroplasticity, specific and opportune intervention, the need for fundamental change in education, social-emotional skills and training in competitions. Panellists came from prestigious universities from the United States, Europe and the region. The material gathered in the seminar will be worked on in 2018 in different formats (book, papers, other debates, formats adapted to audiences and themes).

Summary notes and acronyms

<table>
<thead>
<tr>
<th>Acronym</th>
<th>Description</th>
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<tr>
<td>ECLAC</td>
<td>Economic Commission for Latin America and the Caribbean</td>
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<td>INAU</td>
<td>Instituto del Niño y Adolescente de Uruguay (Uruguayan Institute for Children and Adolescents)</td>
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<td>PFP</td>
<td>Private Fundraising and Partnerships Division (UNICEF)</td>
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<td>SINAE</td>
<td>Sistema Nacional de Emergencias</td>
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<td>UYP</td>
<td>Uruguayan pesos</td>
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Evidence generation, policy dialogue and advocacy

Evidence generation, policy dialogue and advocacy are key strategies in the Uruguayan country programme.
Related to the outcome focused on the most disadvantaged and the effectiveness of public policies and programmes, five studies on child poverty, social investment and social policies for children were produced during 2017 in cooperation with ECLAC. The results from the studies were presented in a retreat organized with ECLAC and the United Nations Population Fund with Ministers of Social Development, Education, Labour and Social Security, Planning and Budget, and Public Health. The retreat was one of three preparatory events that preceded the Second Social Development Conference of ECLAC carried out in Montevideo from 25 to 27 October. One of the most valuable outputs of the process has been the constitution of a task force (with the participation of the Country Office) to provide technical assistance to the National Council of the Childhood and Adolescence Code.

In child protection issues, the UNICEF team conducted research on the ‘Overview of Violence against Children in Uruguay, 2017’, which collected information on violence against children available in the country: both data produced by specific surveys (such as Multiple Indicator Cluster Surveys) and existing administrative data. The research presents new data, such as the first estimation of children’s exposure to gender-based violence (children as witnesses of violence), the quantification of police complaints with children and adolescents as victims, and homicides of children between 0 and 18 years old. The document has a double purpose: to shed light on the situation of thousands of Uruguayan children and to demonstrate the need to improve national information that leads to better-designed polices to end violence. The research has driven new agreements with national institutions to improve and regularly publish administrative data on violence.

### Human rights-based approach to cooperation

The human-rights based approach was applied during the Country Programme Document design and all the Committee on the Rights of the Child recommendations are being monitored by programme staff as the crucial factor for its planning results.

To follow up the recommendations related specifically to children’s human rights advocacy and monitoring of the Convention on the Rights of the Child in reference to the Uruguayan State, the Country Office coordinated and ensured the implementation of the visit of Jorge Cardona, a member of the Committee on the Rights of the Child. Cardona carried out a strong agenda of meetings with government and civil society authorities to advocate for children's rights. The visit had good press coverage and Cardona also had an extensive interview with a leading weekly newspaper.

A working group was created within the National Institution of Human Rights to advocate for a new model of juvenile justice. Two public workshops were developed and carried out. The first was on the presentation of a book about the centres of deprivation of liberty and the second was on debating the impact of the last legal reforms in adolescent’s rights.

### Gender equality

Regarding activities related to gender in 2015, UNICEF Uruguay incorporated the gender-based approach and the Gender Action Plan into programming, and specifically in its Country Programme Document 2016–2020. The Gender Action Plan analysis and its results were considered for the elaboration of the 2017 workplan. Two of the targeted priorities were included: ending child marriage, and addressing gender-based violence (not only in emergencies).

UNICEF Uruguay continues working with the United Nations Country Team Gender Group for
the promotion of a legislative reform to end child marriage, increasing the legal age of marriage from 16 to 18 years. In 2016, a report on the situation and ‘draft law’ had been produced and presented for legislative discussion. Also, several advocacy materials were prepared and distributed to legislators, authorities and social workers of the protection system. In 2017, due to the postponement of the study of the proposed law by the Parliament, the gender group decided to disseminate on the International Day of the Girl Child a joint statement related to the legal age of child marriage.

Concerning gender-based violence and violence against girls, the Country Office continued in 2017 to implement several lines of action for the detection and management of maltreatment and sexual abuse within educational and health settings, capacity building of justice system operators, and creation of information tools for the prevention of violence against boys and girls.

In 2017, new advocacy material on data related to violence against girls and boys were distributed. The research produced by the UNICEF team, ‘Overview of Violence against Children in Uruguay, 2017’, was presented in November. The publication presented information on violence against boys and girls available in the country – both data produced by specific surveys (such as Multiple Indicator Clustery Surveys) and existing administrative data. The study also presents new data, such as the first estimation of children’s exposure to gender-based violence (children as witnesses of violence).

**Environmental sustainability**

In addressing environmental sustainability, UNICEF Uruguay implemented a range of actions to begin its transformation into a green office: waste classification, installation of dual flush toilets to reduce water usage, establishment of a green corner for regular information, organization of a workshop by an external consultant on waste management, hand dryers to reduce paper use, and replacement and development of a set of indicators to measure advances. In addition, a ‘housekeeping day’ was organized in the office and dispose and recycle unused materials such as paper, plastic, electronic fixtures, batteries and medicines. There are plans to purchase current lights with LED and change air conditioning units for inverters.

**Effective leadership**

Several actions were taken by the country management team to improve operations and programme management performance. The following meetings were held: 11 country management team, 38 programme coordination meetings and 10 staff meetings.

Major issues covered at the meetings included: monitoring and allocation of funds, performance evaluation (ACHIEVE), office structure, Programme Budget Review, Convention on the Rights of the Child, recruitments, programme, communication and private fundraising and partnerships (PFP) planned activities, management and programme indicators, learning committee, Property Survey Board, Global Staff Survey, information and communication technology (ICT), closure of accounts, greening and security.

Programme Budget Review: The following changes were proposed to reinforce the structure of Operations:
- Establishment of NOB operations officer
- Establishment of GS-6 ICT assistant
- Establishment of GS-6 human resources assistant
Recruitments: None of the three positions were recruited yet. It is expected that all three positions will be recruited by April 2018.

Management and programme indicators: The office reviews office performance indicators, scorecards, reports and the office dashboard available in InSight.

Learning committee: at every country management team meeting, there was a follow-up of the training plan. All the funds sent by the regional office were implemented.

Greening: A group was established to work on this subject, with tangible results.

Security: The United Nations Department of Safety and Security’s security assistant visited the Country Office and made some recommendations to improve safety. This year, thanks to funds from UNICEF Headquarters, the office installed new cameras and a fire/theft alarm.

Global Staff Survey: Results were received and analysed. A plan with concrete actions was established. Some actions are already being implemented and others will be carried out in 2018

Financial resources management

At the country management team meetings, follow-up was done regarding funds monitoring, mainly PFP area revenues and their allocation, as applicable, in local grants (programmes – PFP), regular resources and thematic funds.

Institutional budget funds cover part of the office operational costs. Expenses not covered by the institutional budget were charged to the Programme Effectiveness Outcome.

The Country Office shows good management practice indicators, and the key performance indicators are regularly monitored by the country management team.

Regarding bank reconciliations: During 2017, the office complied with deadlines and maintained the reconciliations up to date.

Fundraising and donor relations

Regarding private-sector fundraising, UNICEF Uruguay contributed to furthering UNICEF’s mandate in Uruguay and beyond by substantially growing funds raised (flexible) in the country in a sustainable and predictable manner.

A total of UYP123 million (US$4.3 million) was raised, resulting in a 29 per cent growth in compared with 2016. In addition, UYP46.5 million (US$1.6 million) for Regular Resources and UYP0.7 million (US$0.025 million) for regional thematic funds were remitted. These funds are sustainable (98 per cent of the funds proceed from individual donors), not earmarked and risk averse. UNICEF Uruguay currently has a pledge database of 74,817 pledge donors, accounting for 2.9 per cent of the adult population and representing a contribution of US$1.7 per capita.

The new acquisition channels for pledge (digital for lead generation and face to face) developed in 2016 were consolidated during 2017. A proactive legacy programme including telemarketing was put in place. Synergies between corporate and pledge areas were enhanced: the first Corporate Pathways to Pledge activity was developed with BBVA Bank, obtaining 870 new pledge donors. An innovative digital campaign with SC Johnson was developed with the aim of obtaining new leads to convert to pledges, a corporate donation for each lead and the diffusion
of parenting advice. Also, pledge donors were nurtured through the Annual Report, the newsletter, e-mails and SMS.

The Strategic Plan 2018–2021 was developed with the support of the UNICEF Latin America and the Caribbean Regional Office. The plan aims to increase private sector fundraising revenue from UYP123 million in 2017 to UYP260 million by 2021, mainly by increasing the volume of new pledge donors and maximizing their values. To ensure lucrative and sustainable corporate alliances, the strategy focuses on developing Corporate Pathways to Pledge opportunities, reinforcing synergies between corporate and individual fundraising teams to maximize the impact of corporate alliances and drive business development. The strategy also aims to develop a solid CRB plan that will help drive fundraising as well as ensure positive impacts for children.

Evaluation and research

As one of the countries participating in the ‘Increasing Access and Equity in Early Childhood Education’ evaluation led by the UNICEF Latin America and Caribbean Regional Office, the Country Office took part in the preparation and facilitation of the survey and data collection in 2016. The evaluation aims to analyse the elements and conditions that contributed to a sustainable increase in the coverage of early childhood education services in five countries of the region. It will be analysing changes in policies, strategies, services, approaches and stakeholders’ support and interventions during 2007–2014. By the end of 2017, the study was in the final stage of reviewing the draft report and preparing a final discussion around results. Results are expected to help towards the reduction of the equity gaps in access to early child education.

UNICEF and Centro de Informaciones y Estudios del Uruguay signed an agreement to evaluate the ‘Community-Based Family Care’ project. The project focuses on the coordination of child residential centres with family support services. The child residential centres are managed exclusively by the INAU while the ETAF depends by INAU and the Ministry of Social Development.

The objective is to evaluate whether the coordinated work between the child residential centres and the family support services has an impact both in terms of residential discharge and institutional re-entry. It includes follow-up in seven residential centres and family foster care facilities throughout the country. Bottlenecks as well as lessons learned are of primary interest. The study is aimed at providing inputs to the programmatic design with special attention to work methodology, institutional involvement and child and family environmental aspects.

Qualitative techniques such as participant observation and interviews are being used in addition to documents review of project material and general related bibliography. The evaluation started in June 2017 and will be finished in December 2018.

Efficiency gains and cost savings

During 2017, the office did not have the opportunity to show cost savings.

Supply management

The supply component refers mainly to printing of publications at the local level delivered to implementing partners and projects, purchase of office equipment and emergency supplies. No
local procurement is done for partners via the harmonized approach to cash transfers, and there is no controlled warehouse in Uruguay. The services component for programme represents 27 per cent of the total programme implementation for 2017 (US$ 2,296,485).

Programme (Other Resources and Regular Resources)
Services – US$615,566
Supply – US$64,475

Support (BMA)
Services – US$79,042
Supply – US$1,302

PFP (Other Resources-P PFP)
Services – US$558,841
Supply – US$46,520

**Security for staff and premises**

The Minimum Operational Security Standards inspection was conducted, and the result was fully satisfactory, with compliance at 98 per cent.

Funds requested were implemented to improve safety aspect at the office; a fire alarm, theft alarm and new cameras were installed.

With reference to training, the United Nations Department of Safety and Security assistant conducted two talks with staff on safety issues. In December, the updated evacuation plan was presented and shared with all staff and a drill was performed.

All safety reports (e.g., robbery, car accidents, etc.) are immediately reported to the United Nations Department of Safety and Security.

Before travelling, staff made a security clearance request.

**Human resources**

A performance evaluation was incorporated into the office’s routine and the staff complied with the established deadlines.

During 2017, the Multi-Country Services Facility provided assistance and support in Human Resources.

Regarding the structure, the office is reinforcing the operations area for the following year.

Regarding post funds, the office had enough funds to cover the regular resources and other resources posts.

Breastfeeding room: A breastfeeding room was installed during 2017 in the office.

Global Staff Survey: Results were received and analysed by the Human Resources focal point,
the Representative and the Staff Association. A plan with concrete actions was established. Some actions are being implemented and others will be carried out in 2018.

**Effective use of information and communication technology**

In 2017, occasional business disruption issues were experienced due to local infrastructure problems, and external problems and interruptions were adequately isolated.

Many local and area projects were completed, fulfilling specific requirements and collaborating with the operations role as a support to the programme, fundraising and communications areas.

All the scheduled global roll-outs were completed, even if with some delay, including the updating of desktops and most laptops. The ICT services continued adjusting LIGHT migration process, so users can benefit from the tool.

All network hardware was restructured in the racks of the Data Centre and UNICEF applications and interfaces were successfully maintained. The ICT acquisitions were completed using long-term agreement vendors.

Old unsupported and non-adequate hardware was renewed and the office information technology infrastructure capabilities were increased. Office security was improved with the implementation of a fire and intrusion detection system, including temperature monitoring of the DataCentre room.

Local and area projects were also completed. Those projects intended to fulfill specific requirements that were identified throughout the different areas of the Country Office and aim to strengthen the information technology and operations roles as a support to fundraising. Cloud-based office tools were used, including Outlook on PCs and personal smartphones. SharePoint was used to upload finance documentation. OneDrive for Business was implemented to administer personal user information.

UNICEF Uruguay’s social media presence increased significantly in 2017. ICT provided technical support to the communication team responsible for updates and control in relation to online media and monitoring in real time.

DRP and BCP were updated for the last audit requirement. Despite significant delays, mostly not within the office’s control, all laptops belonging to officers were updated according to new hardware and software requirements, and Windows 10 was installed on most laptops.

**Programme components from RAM**

**ANALYSIS BY OUTCOME AND OUTPUT RESULTS**

**OUTCOME 1 By 2020, the child protection system (legal framework, justice system and institutions) is strengthened to care for, monitor and protect the rights of children affected by violence, abuse, exploitation and institutionalization, as well as children in conflict with the law.**

**Analytical statement of progress**

Significant advances were achieved, particularly regarding the outputs related to violence and children living in institutions. A new ‘road map’ to detect and provide assistance in situations of
mistreatment and sexual abuse of children and adolescents within the health sector was developed and will be presented and implemented in 2018. Research on violence against children was presented with a significant media impact. A pilot experience to transform policies from ‘residential institutions’ into family based programmes is being monitored and systematized, including a cost estimation of the current residential system and the projected family based policy. In addition, an important process of practice reviews of the INAU’s Adoption Department and the Violence against Children hotline was initiated. Finally, more than 800 judicial operators, teachers, and social workers, participated in different trainings implemented by UNICEF and its partners.

Some new areas related to child rights were explored, such as children in the digital world. The Kids Online Survey was implemented in accordance with the Plan of Educational Connectivity of Basic Information Technology for Online Learning, the Government Electronic Agency and Information Knowledge Society and the United Nations Educational, Scientific and Cultural Organization.

Despite these advances, regressive legal reforms of the juvenile justice system were proposed. In addition, the General Code of Penal Procedure national reform affected the Child Code. Uruguay changed its inquisitorial criminal system to an accusatory system. Despite the fact that this change represents an advance, in this instance the changes introduced produced further inequalities between adults and adolescents, to the disadvantage of the latter. UNICEF undertook different advocacy actions in the two chambers of Parliament, but the law was passed without the desired modifications that would have been more in line with the Convention on the Rights of the Child. Even within this context, a protocol for non-privative measures was formally designed and will be presented in 2018.

OUTPUT 1 The country has an independent mechanism for the monitoring and defence of children’s and adolescents’ rights.

Analytical statement of progress
UNICEF Uruguay continued providing technical support to the National Mechanism for Torture Prevention in monitoring the situation in child and adolescent centres of imprisonment. It also supported the systematization of the recommendations provided by the National Mechanism and the development of an informatic tool to implement an effective follow-up. UNICEF Uruguay promoted the development and dissemination of a special brochure for children and adolescents about the mechanism. A monitoring guide is being developed for the institutions of protection.

As a response to the juvenile penal justice regressive law reforms, a working group was created within the Institución Nacional de Derechos Humanos y Defensoría del Pueblo to design an alternative model for the administration of justice and to develop joint advocacy actions. Two public activities took place: one of them in reference to a publication about the centres of deprivation of liberty and a workshop about the impacts of the last legal reforms.

To follow up the recommendations of the Committee on the Rights of the Child to the Uruguayan State, a visit by Jorge Cardona, a member of the Committee, was coordinated. He undertook different advocacy activities and took part in a public event.
Parliamentarians and authorities of the juvenile justice system take actions towards strengthening alternative measures and reducing the deprivation of liberty of adolescents in conflict with the law.

**Analytical statement of progress**

Uruguay has experimented with a new legal regression on juvenile penal justice. Changes on the new general Code of Penal Procedure have produced inequalities between adults and adolescents. The new Code of Penal Procedure enforces the obligation to detain adolescents, up to one year, as a precautionary measure when they commit crimes such as theft, threat or violence. The provision is different for adults as they may allow freedom as a precautionary measure for the same type of criminal offences.

UNICEF Uruguay undertook different advocacy actions reaching the two chambers of the Legislative Power. Unluckily, the law was passed with no changes. However, there is a group of parliamentarians who are committed to promote the necessary modifications in 2018.

An inter-institutional workgroup integrated by the Office of the General Attorney of the Nation, Judicial Power, INAU, Institute for Adolescents’ Social Inclusion and UNICEF was created to design a protocol of non-privative measures in Uruguay. The elaborated and agreed model is being validated by the authorities of all institutions. Its presentation and application will occur in 2018.

A similar group was created to develop a set of indicators to monitor and follow up on the entire juvenile penal system. The group was integrated by the Ministry of the Interior, the Office of the General Attorney of the Nation, Judicial Power, the Institute for Adolescents’ Social Inclusion and UNICEF. The group elaborated on 32 indicators that will be regularly measured. In March 2018, institutions will sign an agreement to collect, analyse and publish the information on a regular basis.

Other advocacy actions were done regarding the conditions of the deprivation of liberty, such as an event about the architecture of the centres and the beginning of a survey about the voices of adolescents deprived of liberty that will contribute to the World Report on this topic.

**OUTPUT 3** Alternative approaches for children living in institutions based on the strengthening of family capacities and foster care are validated and scaled up.

**Analytical statement of progress**

UNICEF provided technical assistance to INAU in the child deinstitutionalization process. A roadmap to remove children from institutional care was produced, a training plan to provide new methodologies of work was designed and executed (including the presentation of the publication ‘Remove Children from Institutional Care, Yes, but How?’), as were modalities of alternative care for adolescents, based on family and community living. Also, a pilot experience for the conversion of orphanages was followed and systematized. A cost estimation of the current residential system and the projected costs of a family based policy is under development.

UNICEF, through an agreement with the Uruguayan Technological Laboratory, is contributing to the evaluation of the adoption process as a basis to improve the adoption process and adjust it to the Convention on the Rights of the Child and international human rights regulations.
OUTPUT 4 Judges, prosecutors and lawyers have the knowledge and tools needed to comply fully with and respond to the rights of children and adolescents.

Analytical statement of progress
Different training courses directed towards lawyers and other operators of the system were held by Centro Cooperativo. Also, UNICEF promoted the participation of Uruguayan operators to the international course to judges, lawyers and prosecutors, organized by UNICEF and Diego Portales University. Finally, with the objective of monitoring the implementation of the new Code of Penal Procedure, some ‘paradigmatic’ legal defences are being supported.

About 200 judicial operators participated in child rights trainings.

OUTCOME 2 By 2020, society's commitment to respect and promote child rights in Uruguay is strengthened.

Analytical statement of progress
UNICEF Uruguay defined for 2017 four strategic priorities to advocate and progress towards the outcome proposed in the Country Programme Document: equity, early childhood development, inclusive education, and violence against children, segmenting and reaching audiences and engaging stakeholders accordingly. Communication work was focused on raising awareness of the public opinion on how certain situations in the areas mentioned affect children and their rights.

A key strategy was to promote participation to get children and adolescents directly involved in the matters that affect them. This was especially relevant for World Children’s Day, where children from all over the country participate in a decision-making process to elaborate the proclamation for the day about inclusive education.

In equity, UNICEF Uruguay succeeded in pushing some critical issues for children into the broader public agenda, releasing a study on childhood poverty in Uruguay as well as the international seminar ‘Invest in Childhood: Key opportunity for development’. The outcome of these events was broadly disseminated through mass media and social media.

On violence against children, an enormous impact was made in the media with the launch of the Panorama research on violence and the End Violence global campaign. On early childhood development, the global campaign Early Moments Matter, as well as the Father’s Day activities were crucial to advocate for the importance of the first 1,000 days for a child's development. Key stakeholders such as legislators, country authorities, decision and opinion makers were involved, and the media had special coverage of these activities.

A social media strategy was also a strong component to achieve progress and activate society through social media. During 2017, 6,327,824 people were reached through Facebook, and 72,462 expressed their support; on Twitter, UNICEF Uruguay’s posts had 1,789,200 impressions and 15,800 supports, while Instagram debuted with a reach of 1,132,512 and 18,379 supports in all its posts. YouTube videos had 59,173 views and UNICEF Uruguay’s institutional website received 52,006 visits. These statistics express how communities follow, engage and replicate UNICEF messages and the relevance that digital tools have acquired when designing any communication strategy which aims to reach a wide audience. Special focus was given to reach and engage millennials through social media, involving them in the fulfilment of their rights.
The media strategy aims to give visibility and put on the public agenda the programmatic issues defined as a priority for the year, using launches, studies or milestones as platforms to say something new and relevant about the concrete subject. During 2017, the focus was on issues of violence, poverty and educational inclusion messages disseminated on World Children’s Day. Of the 672 articles which mentioned UNICEF that were monitored, detected and analysed throughout the year, these subjects were featured in 52, 46 and 23 articles, respectively, concentrated during the months of October, November and December.

Other issues that made UNICEF take centre stage on the public agenda were the completion of the UNICEF annual fundraising telethon in Uruguay, the visit of a member of the Committee on the Rights of the Child to the country, the #EatPlayLove campaign at the local level, as well as some actions carried out with ambassadors. The work that UNICEF carries out in the world during emergencies or catastrophes has great relevance, reaching 30 per cent of the total coverage. The remaining 70 per cent is distributed among articles on protection (21 per cent), institutional coverage (13 per cent), social policies (12 per cent), fundraising (8 per cent), early childhood (5 per cent), education (5 per cent), ambassadors (3 per cent) and health (3 per cent).

Regarding CRB in Uruguay, UNICEF Uruguay developed two surveys that were helpful to identify critical CRB topics and to define the role that the private sector has in supporting their employees to ensure respect for their family life and child-rearing as a key theme in advocacy activities. Special focus was given to strategies advocating about the key role that the private sector has in supporting their employees to ensure respect for their family life and child-rearing and to install lactation spaces within companies as the new law establishes.

Although significant progress was achieved to make visible the main challenges that affect children in Uruguay, there is still much work to be done to ensure that society understands and gets involved in the respect and promotion of children’s rights. Some issues are still not identified as problems by the public because dominant social norms establish the opposite. Gaining the support, involvement and commitment from the public in the promotion of children’s rights, especially of the most vulnerable children, remains a challenge to be addressed.

**OUTPUT 1** The public has knowledge about child rights and knows how to become engaged to protect them.

**Analytical statement of progress**
During 2017, UNICEF Uruguay focused its advocacy around four strategic areas for child rights fulfilment: equity, early child development, inclusive education, and violence against children.

To advocate for equity between legislators, government authorities, academic investigators and media, UNICEF Uruguay organized two events which had significant impacts. One was the international seminar ‘Invest in Childhood: Key opportunity for development’, which brought recognized academic investigators from abroad to advocate in favour of the idea that investment in quality policies and services for children represents a key condition for guaranteeing children and adolescents the exercise of their rights, while at the same time contributing decisively to the sustainable development of societies. The other event was a presentation on 17 October, the International Day against Poverty, of the publication ‘Put an End to Child Poverty in Uruguay: A possible goal for public policy’, which seeks to contribute to the design of public policies aimed at guaranteeing the rights of children, through the analysis of child poverty on the investment made in social policies. This event had huge repercussions in local media, with 18 per cent of the total UNICEF local coverage in the press.
Aligned with the global campaign on Early Child Development, the Country Office produced a local version of the global campaign #EarlyMomentsMather and took action on Father’s Day, producing video stories with Goodwill Ambassador and football player Diego Forlan and his 1-year-old son talking about his experience as a father during the first 1,000 days of life. This material helped the campaign have a significant impact in social media and created awareness on the importance of the first 1,000 days for a child’s development, focused on the fact that attention, affection and care are the key elements for a positive impact in children’s future lives(<www.youtube.com/watch?v=9r-j-MbR4_I>).

Also aligned with the cause framework and with fundraising objectives, the Country Office launched four additional campaigns on social media: Children Uprooted, Children Under Attack, End Violence and Famine.

These initiatives had a social media component that helped expand UNICEF’s digital media reach and engagement and a media strategy that aimed to give visibility and put on the public agenda the programmatic issues defined as priorities for the year, using launches, studies or milestones as platforms to say something new and relevant about the concrete subject.

OUTPUT 2 Families have knowledge and skills on positive child-rearing practices, especially about the rejection of any form of violence.

Analytical statement of progress
During 2017, the Country Office focused its work on a campaign to advocate against the high prevalence of violence as a discipline method between parents. According to the data collected by the Multiple Indicator Cluster Surveys, 54 per cent of children between 2 and 14 years old are victims of some type of violence by an adult at home, violence which is usually considered to be a method of discipline.

To inform the campaign, the Country Office conducted a series of focus groups between parents and caregivers of different ages and socio- economical levels to learn about their arguments to justify the use of corporal punishment and psychological violence as a method of discipline. The arguments were used to create the campaigns messages, which will emphasize the fact that although some rearing practices involving violence are widely spread in society, they are extremely negative and harmful for children’s development. The results of this qualitative investigation were also utilized to elaborate five myths caregivers have related to the acceptance of the use of violence in child rearing. In association with a local non-governmental organization, the Country Office organized an event with academic experts to quell the myths. Articles refuting the myths will be published in the local press during the campaign.

The global campaign, as the local version of End Violence initiative, will be launched on 28 February 2018 through external communication and communication for development strategies. The television spots, radio spots, press graphics and social media materials are ready to be launched with the message ‘If you don’t treat children well, it’s abuse’. The campaign will also include an influencers’ strategy to advocate with the main audience (parents or adults with children in charge) against screams, insults, blows and slaps as ways to enforce limits on children. It will include a communication for development component of work at the local level through guides for parents on how to enforce non-violent limits.
Another key activity related to end violence was the launch of a local study – Panorama of violence – which provides figures on and analyses the types of violence Uruguayan children suffer. The study has had an enormous impact in the press. The data will also be used to produce infographics for the campaign.

**OUTPUT 3** Children and adolescents participate in decision-making processes which affect their interests.

**Analytical statement of progress**
To celebrate World Children’s Day, on 20 November, the Country Office inspired action on the issue of inclusive education: children advocate for the rights of other children to have access to quality education. One of the main problems Uruguay must face related to education is inclusive education. Schools are not prepared to include children with disabilities. In addition, 1 out of every 3 children with severe disabilities is out of education. Moreover, only 1 out of every 4 children and adolescents with disabilities in Uruguay completes secondary education, which implies that children with disabilities live in a situation of greater vulnerability than the rest of Uruguayan children.

UNICEF Uruguay is supporting a government programme called Mandela Schools, which consists of a network of inclusive schools that change their infrastructure and practices to became inclusive schools. In this context, the Country Office organized a children’s National Congress in the centre of the country where children from all over the country participated and elaborated on their five rules to make schools and the world more inclusive, so that all children have the same opportunities regardless of their differences (#ForChildrenByChildren, #Togetherfrom-thebeginning, #Sameeverywhere, #Evaluatewithoutcomparing, #Livetogethertounderstandeachother, #Helpeachother).

The public presentation of this proclamation, called ‘Our world, our rules’, included a video (<www.youtube.com/watch?v=pJCotMRCWv0> that reached 429,594 people on Facebook And had 55,142 impressionson Twitter. On Instagram, the video reached 340,613 people.

Another key initiative related to children’s participation was the realization in Uruguay of the Kids Online Survey with the support of the London School of Economics and UNICEF Innocenti and in association with government counterparts. UNICEF Uruguay interviewed 1,000 children and their parents to learn how they use Internet, which abilities they have online and the risks they are exposed to. The results will be presented in an event in April 2018 jointly with the local presentation of *The State of the World Children: Children in a digital era*.

**OUTPUT 4** Corporations are aware of the Children’s Rights and Business Principles, and have tools to include children’s rights in their corporate social responsibility agendas.

**Analytical statement of progress**
A survey and systematization of documents, studies, research, manuals of different organizations and governments on businesses and children were developed with the Centro de Informaciones y Estudios del Uruguay. The study includes an integrated analysis of the different dimensions of business principles and the Sustainable Development Goals. Used as an input to identify relevant topics on CRB in the country. Also, the third edition of the survey ‘What are companies doing for children in Uruguay’, developed with Deloitte and with the participation of 107 companies, was a remarkable contribution in this regard. The study was so successful that
Deloitte proposed replicating it in other countries of the region, and as a result, in 2017 the research was also developed in Colombia, Paraguay and Peru.

To highlight and advocate about the key role that the private sector has in supporting their employees in order to ensure respect for their family life and child-rearing, the campaign ‘El poder de estar cerca’ was developed with parenting advice addressed to employees. The campaign involved 38 companies and 13,500 employees. An evaluation survey will be developed in 2018.

Also, in the same line and due to the recently approved law of lactation rooms in companies, the manual ‘Lactation Room’ for companies was elaborated in coordination with the Ministry of Health. Different advocacy strategies will be developed in 2018 to disseminate the theme and advocate among companies.

### Document centre

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