



**Executive Board of the
United Nations Development
Programme, the United Nations
Population Fund and the
United Nations Office for
Project Services**

Distr.: General
2 December 2020

Original: English

First regular session 2021

1–4 February 2021, New York

Item 5 of the provisional agenda

Country programmes and related matters

Country programme document for Uruguay (2021–2025)

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I. UNDP within the United Nations Sustainable Development Cooperation Framework

1. According to the Human Development Report, 2019, Uruguay belongs to the group of countries with very high human development. Since 2013, it has been ranked by the World Bank among high-income countries, with a per capita gross national income of \$16,230 in 2019. Since 2003, the Uruguayan economy has enjoyed positive economic growth rates, averaging 3.9 per cent from 2003 to 2019. Prudent macroeconomic policies, diversified trade partners, and a strong influx of foreign direct investment have fueled growth and helped the country withstand regional shocks. Despite this progress, from 2015 onwards gross domestic product growth rates have been low, with the economy expanding at a meagre 0.2 per cent in 2019. The COVID-19 crisis hit Uruguay at a time of economic stagnation. Structural constraints to growth are found in areas such as infrastructure investment, integration into global value chains, education, and the intensive use of natural resources.

2. Economic growth, coupled with expanded social policy coverage, paved the way for a substantial reduction of poverty, which fell from 32.5 per cent in 2006 to a record low of 7.9 per cent in 2017. However, the rate of poverty reduction slowed significantly after 2011, reaching 8.8 per cent in 2019. As the poverty reduction rate decreased, social policies became increasingly challenged and ultimately struggled to further reduce the gap in access to education and housing. Addressing entrenched poverty will require long-term policy planning and sector-specific actions that go beyond monetary transfers and address vulnerabilities to climate risks. These efforts will be carried out in the context of the COVID-19 pandemic, putting further stress on economic performance and well-being. Although Uruguay has one of the largest middle classes in Latin America, a sizeable portion of it remains vulnerable to economic shocks, which could precipitate a fall into poverty.

3. Poverty is especially prevalent among children, women, and Afro-descendants. Children under the age of 6 had the highest prevalence of poverty compared to all other age groups (17.2 per cent in 2018). At the other end of the scale, the poverty rate among those aged 65 or above was 1.4 per cent, suggesting pronounced intergenerational inequalities. Moreover, the labour market is particularly challenging for younger workers: unemployment is at 20.2 per cent for those 29 and younger, while total unemployment is half that figure. Afro-descendants faced higher poverty and unemployment rates in 2018 (17 per cent and 11 per cent, respectively) compared to the general population (8.3 per cent and 8 per cent). Gender inequality is a major challenge in terms of human development. Uruguay's femicide rate (1.7 per 100,000 in 2018) places Uruguay 6th out of 16 countries in Latin America and the Caribbean for which data is available. The gender pay gap has declined but still persists, particularly among less-educated women (in 2020, Uruguay scored 0.7 in the Gender Gap Index in the area of economic participation and opportunity, meaning that women are 30 per cent less likely to enjoy equal economic participation and opportunities than men). Women have a low level of representation in political office (only 22.2 per cent of seats in the national parliament were held by women in 2019) as well as in leadership positions in businesses and trade unions. Territorial inequalities persist, with inequalities in access to services and opportunities between rural and urban areas, and the northern region lagging in terms of development (the northern department of Rivera had the lowest regional Human Development Indicator in 2017, scoring 0.765 – 10 per cent below Montevideo, at 0.841). Key indicators reveal gaps among subnational regions; for example, informal labour accounted for 20.5 per cent of employment in the metropolitan southern region in 2019 but reached 40.5 per cent in the north-eastern region.

4. UNDP has built strong reputational capital in Uruguay, as a result of long-standing support in the public policy arena. It is recognized as a trustworthy, transparent and efficient development partner supporting the advancement of long-term development goals with a global perspective. This legitimacy allows UNDP to take a leading role in promoting democratic debate and open dialogue, and in articulating interinstitutional efforts aimed towards the accomplishment of development goals.

5. UNDP works alongside partners to address national challenges and opportunities across the country, while also being part of key conversations on political and technical issues in global networks

and forums. This has allowed UNDP to become a significant actor in generating and diffusing knowledge, underpinning the implementation of evidence-based policies, and providing substantive technical assistance and advice in every phase of the policy cycle.

6. UNDP has developed a strong record of knowledge and data generation for the promotion of sustainable development. The present global scenario calls for the convergence of these efforts towards a catalytic platform of knowledge and research that encompasses both the creation and strategic communication of information and public policy analysis. There is an increased demand for innovation in knowledge-sharing and development among local networks, with an emphasis on reducing territorial disparities. UNDP will boost its unique capability of sharing nationally generated knowledge and solutions, while also promoting learning from and adaptation of international expertise.

7. The promotion of innovation and knowledge exchange has the potential to disseminate experiences and collaboration among territories within the country that are in search of similar solutions, as well as between Uruguay and countries in the region and the rest of the world. Localizing the Sustainable Development Goals is a key component of the territorial strategy. By leveraging previous experiences and with clear road maps, UNDP will support the achievement of critical goals, incorporating the new sustainable development framework at the local level.

8. UNDP has developed considerable expertise in building state capabilities, making contributions that strengthen public institutions in the areas of social protection, environmental regulation and democratic governance. Flexibility and adaptability have transformed UNDP into a partner of choice for innovation and experimentation in public policy.

9. The independent country programme evaluation in 2019 highlighted that many key UNDP achievements are linked to its strategic position, which is based on reputational capital, administrative efficiency, and a permanent offer of expertise to complement national development efforts and capacities. UNDP made significant contributions to the formulation and implementation of a new generation of social policies that contributed to reducing social inequalities, addressing labour and the economic inclusion of vulnerable sectors of the population. UNDP had a key role in strengthening institutional capacities and supporting the implementation of policies and practices for the sustainable management of natural resources and biodiversity conservation; pollutant reduction; climate change mitigation and adaptation; and disaster risk reduction. UNDP has contributed to greater citizen participation and enabled increased transparency, accountability and efficiency of public institutions. The evaluation noted that UNDP support to South-South and triangular cooperation left room for improvement, however.

10. In the context of the graduation of Uruguay to the status of net contributor country, UNDP will pursue more strategic ways of addressing complex and multidimensional development issues. UNDP will leverage thematic expertise to promote dialogue and the design of innovative public policy. Through a cross-sectoral and multi-stakeholder approach, UNDP will fulfill its integrator role in three interconnected dimensions: (a) analytic framework (by redefining issues into a systemic approach); (b) tactical coalitions and alliances (by consolidating a core set of partnerships and constantly searching for theme-specific and dynamic collaborations); and (c) inter-agency cooperation. This involves understanding how to move from managing projects to integrating and interconnecting portfolios. The new Accelerator Lab will serve as a catalytic platform for new partnerships, instruments and knowledge-sharing, supporting the country in placing nature and people at the centre of public policy. In understanding the complexity of development challenges and designing a comprehensive portfolio of interventions to address these issues, UNDP will further enhance its partnerships with the Government, civil society, academia, and the private sector.

11. Special emphasis will be placed on promoting South-South and triangular cooperation, and on identifying, mapping, matching and facilitating opportunities for knowledge-sharing and exchange.

12. UNDP will support a paradigm shift in public administration reform by assisting in its modernization and the establishment of a new Ministry of Environment. The reconfiguration of the

social protection matrix, the reform of the social security systems, the enhancement of science and technology policies and the development of human capital will generate increased social cohesion and multidimensional resilience.

13. There will be a renewed focus on citizen security and innovative approaches to addressing recent expressions of organized crime and drug trafficking. Monitoring the implementation of the comprehensive gender-based violence law benefits women and girls through the various mechanisms, services and public policies for prevention and care for victims.

14. UNDP will support an agenda of economic and productive transition to promote sustainable and more resilient territories and communities. As a UNDP institutional first mover on Sustainable Development Goals integration, UNDP Uruguay designed and implemented the Redefining Future Uruguay Studio in 2019, which used design thinking to propose a holistic approach to addressing risks and enhancing opportunities for long-term sustainable development in relation to the largest foreign direct investment in the history of Uruguay.

15. Through its role as a convener and integrator, UNDP has strengthened processes of inter-agency participation and dialogue. UNDP works in close collaboration with other agencies on issues such as: gender-based violence and women's political participation (United Nations Entity for Gender Equality and the Empowerment of Women – UN-Women); public information and information pollution (United Nations Educational, Scientific and Cultural Organization – UNESCO); territorial policies related to children and adolescents (United Nations Children's Fund – UNICEF); lesbian, gay, bisexual, transgender, queer and intersex issues, racial disparities and data (UNFPA); migrant populations (International Organization for Migration – IOM); disabilities, human rights and leaving no-one behind (Office of the United Nations High Commissioner for Human Rights – UNHCHR); agroecology, green and blue economy (United Nations Environment Programme – UNEP, UNIDO, UNITAR, OIT, Food and Agriculture Organization – FAO); climate change adaptation (FAO), energy sector transition (United Nations Industrial Development Organization – UNIDO), reducing emissions from deforestation and forest degradation (UNEP, FAO); social security reform, data (World Bank, UNFPA, Economic Commission for Latin America and the Caribbean – CEPAL). With the Resident Coordinator's Office, UNDP has engaged and led diverse inter-agency processes, including the integrated response to the socio-economic impact of COVID-19.

II. Programme priorities and partnerships

16. The overarching vision of the programme is to promote transformative processes to achieve effective models of governance, aiming at sustainable consumption and production models, collective well-being and comprehensive resilience. The new context posed by COVID-19 presents challenges but also opportunities to build back better. UNDP will provide rapid responses that both serve short-term urgencies and incorporate long-term and future-oriented priorities along several dimensions, including the provision of health and social services, care for the most vulnerable populations, and knowledge generation for policy design in the post-crisis recovery.

17. UNDP will accelerate its transition from operational and administrative to more substantive support at every step of the policy cycle. While the new country programme builds on initiatives and experience developed in past cycles, it also allows for UNDP to accompany the Government in exploring new agendas, approaches and topics to achieve its strategic development priorities.

18. The UNDP strategy to support Uruguay in achieving the 2030 Agenda for Sustainable Development will focus on three critical nodes. Each node constitutes a space where a set of issues interact and connect with an orientation to produce change. The strategy seeks to leverage the interconnection between national, regional and global priorities reflected in the Strategic Plan, 2018-2021, while incorporating the vision outlined in the Cooperation Framework, 2021-2025. The main dimensions reflected in the priorities of the governing coalition include: public administration reform; government efficiency and transparency; housing and social-territorial integration; human security;

work and education capabilities; leaving no-one behind; and sustainability. The critical nodes approach provides clusters of strategic opportunities on which to base programme formulation.

Node 1. Economic-productive transition for equality and sustainability

19. UNDP will support the country in moving towards sustainable productive systems, investments and consumption practices that contribute to an equitable distribution of benefits at both social and territorial levels. UNDP will support the Ministry of Industry, Energy and Mining, the Ministry of Environment, and the Ministry of Agriculture, Livestock and Fisheries by implementing and interconnecting projects and plans, generating evidence, strengthening capacities and facilitating intra- and inter-institutional coordination, in both the public and private sector, in its transition towards a sustainable development model. UNDP will promote the integration of productive and environmental policies in production systems and value chains. It will help catalyse the development of new competitive advantages that are less intensive in the use of natural resources based on technology and knowledge, such as the strategic transition towards sustainable and low-carbon mobility. It will also promote the development of alternative, green, circular, social and solidarity economies, based on proximity, quality and know-how, cultural heritage and biodiversity, sustainable natural resources management, and clean and renewable energies.

20. The transition to a sustainable production and consumption model implies protecting the livelihoods of vulnerable people, creating green and inclusive jobs and a healthier environment for the entire population. The improvement of ecosystem services through adequate environmental management, and gender-responsive climate change mitigation/adaptation and biodiversity conservation measures, generates direct benefits such as safe, inclusive, dynamic and resilient territories, particularly for the most vulnerable communities. Inclusive employment strategies generate direct benefits to population groups presenting structural challenges. Young people and women are prioritized to overcome situations of informality, develop skills for reconversion and job placement, and advance their educational trajectories.

21. The consolidation of the national innovation ecosystem and the expansion of the research and development agenda result in benefits to society as a whole, in particular to the most vulnerable populations. It creates conditions to design public policy responses and architecture solutions to complex issues on the present agenda (homelessness, persons deprived of liberty) as well as on the 'frontier' agenda (food biotechnology, medicinal cannabis, sustainable mobility).

Node 2. Enhanced capabilities for social inclusion and citizen participation

22. Uruguay has important agendas pending when it comes to social inclusion: continue expanding basic capabilities to historically excluded groups and communities, and increase general capacities (agency, empowerment, voice, active and effective political participation) at all levels (people, groups, communities and institutions).

23. UNDP will contribute to transforming the public sector by supporting a new functional career system and modern human management policies, generating direct benefits in civil service management through a clear system of incentives and transparent rules for career advancement and professional development. This will benefit the country through the retention of qualified personnel in the public sector, and through greater efficiency in public management.

24. Leveraging on previous experience working across the country, UNDP will advance towards the capacity development of subnational governments and improved coordination between different levels of government. UNDP will support regional networks of local governments and multi-stakeholder dialogue, improving the effectiveness and approach of public policy actions and strengthening local development processes. This will create conditions for the participation of young people and women in decision-making, which will in turn increase the incidence of new agendas and the inclusion of these groups in areas of personal and collective development.

25. UNDP will work towards enhancing the social protection policy of Uruguay by supporting reform in terms of accountability, equality and evidence-based management, focusing on women,

youth and the informal sector. It will provide technical assistance for incorporating multidimensional welfare metrics and institutional strengthening.

26. UNDP will ensure that the post-COVID-19 redefining and transforming stages are based on the principle of leaving no one behind, supporting actions and mechanisms that empower historically vulnerable groups, including Afro-descendant communities, institutionalized persons, lesbian, gay, bisexual, transgender, queer and intersex people and those with disabilities. Through its catalytic platforms, UNDP will support the country in implementing transformative social policies that combine basic universal frameworks with targeted actions, and in building productive capacity through integrated approaches.

27. UNDP will support the digital transformation strategy led by the Uruguay Electronic Government and Information Society Agency and the Office of Planning and Budgeting to promote open spaces for participation, planning future scenarios, and coordination between the various levels of government. UNDP will support the Ministry of Labour, the Ministry of Education, and the National Office of Civil Service in overcoming critical skills, educational and aspirational gaps.

Node 3. A new architecture of solutions for social cohesion

28. Differential trajectories of access to opportunities and welfare persist in Uruguay, exacerbating socio-territorial segregation. Together with civil society organizations, the Ministry of Environment and the Ministry of Social Development, UNDP will support contextualized universal solutions for social cohesion and community resilience from a comprehensive and inclusive governance perspective. The informal and precarious housing agenda has been a government priority in successive administrations, and UNDP intends to boost its relevance in cooperation with the Housing and Urban Planning Ministry and subnational governments.¹

29. A reformed social protection matrix would focus on vulnerable groups through increased coverage of services and benefits. The social security reform envisaged would generate conditions for system sustainability and would secure inter-generational and horizontal equality. The target groups identified for this set of actions include informal, precarious and young workers and caregivers.

30. Vulnerable households would benefit from comprehensive public housing policies that improve their living conditions and social well-being, and would participate in decision-making and social integration spaces. Groups in situations of exclusion, such as those living in informal urban settlements, overcrowded houses or homelessness, would benefit through public policy responses that could remove restrictions, generate empowerment and promote autonomy.

31. Women's and girls' empowerment are mainstreamed throughout all programme outcomes, while also represented in a single output for increased accountability and visibility. This stems from a human rights and gender perspective highlighting the relevance of maintaining focus on what should be done and how. The country needs to make a leap in terms of gender relations: making gender equality an objective of concrete policies, and making institutions gender equitable at all levels. Disability rights and empowerment are mainstreamed throughout all programme outcomes. This stems from a human rights perspective that highlights the relevance of maintaining focus on both what should be done and how it should be done so as to leave no one behind. The country also needs to make a leap in terms of disability rights: this requires making non-discrimination, the removal of barriers, and the enhancement of equal opportunities objectives of concrete policies, and making institutions disability-accessible at all levels.

32. The theory of change of the country programme will be operationalized across three platforms: (a) knowledge and research; (b) innovation; and (c) connection between global and local networks.

33. UNDP will build its partnerships strategy on a dynamic system of alliances. This will allow iterative collaboration with different stakeholders, consolidating the core coalition – led by the

¹ The Neighborhood Improvement Programme is the main UNDP-supported state initiative in this field; it is being reformulated for increased relevance and efficiency.

Government – and tactical issue-based networks to respond to individual challenges. UNDP will continue to strengthen its partnership with the Uruguayan International Cooperation Agency as its main counterpart, and will further deepen its relationships with academia, trade unions, think tanks, civil society organizations and the private sector.

34. The key financing partners are the Government, international financial institutions, particularly the Inter-American Development Bank, and vertical funds – the Global Environment Facility and the Green Climate Fund. UNDP will also promote the impact investing ecosystem in Uruguay and private sector investments towards the 2030 Agenda.

35. UNDP will reinforce South-South and triangular cooperation strategies, positioning Uruguay as a provider of expertise and building on its cumulative experience from the binational Mexico-Uruguay Cooperation Fund programme. Decentralized cooperation will also be promoted.

III. Programme and risk management

36. This country programme document outlines UNDP contributions to national results and serves as the primary unit of accountability to the Executive Board for results alignment and resources assigned to the programme at country level. Accountabilities of managers at the country, regional and headquarters levels with respect to country programmes are prescribed in the Programme and Operations Policies and Procedures and Internal Control Framework.

37. The programme will be nationally executed. If necessary, national execution may be replaced by direct execution for part or all of the programme to respond to force majeure. The Harmonized Approach to Cash Transfers will be used in a coordinated fashion with other United Nations organizations to manage financial risks. Cost definitions and classifications for programme and development effectiveness will be charged to the concerned projects.

38. The government coordinating agency will be the Uruguayan Agency for International Cooperation, and other national and subnational authorities will be implementing partners, as defined in the Cooperation Framework.

39. As a net contributor country, Uruguay will receive UNDP support in implementing articulation mechanisms for donors and international partners, seeking greater coherence and efficiency in cooperation results. The partnership and resource mobilization strategy will focus on financing opportunities for developing innovative solutions to tackle complex development challenges in a high human development country context. UNDP will collaborate with the Government to facilitate South-South and triangular cooperation, and will explore financing opportunities from other sources for strategic initiatives at government request.

40. UNDP has identified potential risks and assumptions (political, socio-economic and health-based) that could affect programme implementation. In the context of a ‘government coalition’, internal negotiation difficulties within the coalition or the political system could affect the priorities defined in the country programme. Moreover, the slowdown in the economy, exacerbated by the impact of COVID-19, could deepen financial and budgetary constraints and distributional tensions. In that context, UNDP will continue to promote dialogue processes with political parties, academia, civil society and the private sector to discuss envisaged reforms. UNDP will also continue to play an integrator role within the United Nations country team, including in monitoring the socio-economic impact of COVID-19, providing technical inputs for the design of government responses.

41. COVID-19 provides an opportunity to experiment and test new solutions in contexts of uncertainty. The economic slowdown poses challenges that will only be overcome through alternative consumption and production models. The shock suffered by the private sector constitutes a critical juncture for creating pathways of cooperation with new partners in the public-private interface.

42. The dynamics of the governing coalition call for the implementation of innovative mitigation and risk management actions, such as proactively involving key stakeholders by ‘working out loud’ to reach and maintain consensus around development priorities.

43. UNDP will regularly monitor the political, socio-economic and pandemic situation, adhering to its Social and Environmental Standards and Accountability Mechanism. UNDP will use risk monitoring as a tool for early warning, risk management and decision-making.

IV. Monitoring and evaluation

44. Monitoring and evaluation of country programme interventions will be assessed by applying UNDP policy and quality criteria for programme management. To assess progress towards the development goals and outcomes, UNDP will use the results and resources framework and relevant indicators in the Cooperation Framework and the country programme document. UNDP will collect data on indicators on an annual basis and update them in a programme/project database. UNDP will prepare an annual report to be shared with national counterparts during the annual programme review, and will encourage implementing partners to utilize project indicators disaggregated by sex, age, geographic location and other relevant variables.

45. Periodic monitoring of outcome and output indicators will be assessed based on data sources from the National Institute of Statistics, reports and databases of ministries and other relevant agencies, project-generated information, and international statistics. Partnerships with academic institutions, public institutions and civil society organizations will be expanded to contribute – in a joint effort with the United Nations development system – to monitoring development outcomes and outputs.

46. Following on the Cooperation Framework and the country programme evaluation plan, evaluations will be undertaken, in collaboration with national partners, to capture lessons learned and generate evidence-based knowledge, so as to inform UNDP on public policies. UNDP will support national institutions in producing information to strengthen their capabilities in monitoring and evaluating policies and will explore innovative approaches for public policy evaluation.

47. In cooperation with the Regional Bureau and national counterparts, UNDP will continue monitoring the socio-economic impact of COVID-19 and generating recommendations for the design and implementation of the national response policy.

Annex. Results and resources framework for Uruguay (2021-2025)

NATIONAL PRIORITY OR GOAL: An economy that innovates, generates employment and guarantees development sustainability; Sustainable Development Goals (SDGs) 1, 2, 3, 5, 8, 9, 10, 11, 12, 13, 14, 15				
COOPERATION FRAMEWORK OUTCOME INVOLVING UNDP #1. By 2025 Uruguay promotes a transition towards sustainable production and consumption systems, based on innovation, knowledge, science and technology, strengthening resilience and equality.				
RELATED STRATEGIC PLAN OUTCOME 3. Build resilience to shocks and crises				
COOPERATION FRAMEWORK OUTCOME INDICATOR(S), BASELINES, TARGET(S)	DATA SOURCE AND FREQUENCY OF DATA COLLECTION, AND RESPONSIBILITIES	INDICATIVE COUNTRY PROGRAMME OUTPUTS (including indicators, baselines targets)	MAJOR PARTNERS / PARTNERSHIPS FRAMEWORKS	ESTIMATED COST BY OUTCOME (in thousands of \$)
<p>CO2 emissions (Gg - gigagrams) per unit of gross domestic product (GDP) Baseline (2020):9.08 Target (2025):8.78 Data source / frequency: Nationally determined contribution (NDC) monitoring, reporting and verification (MRV) system / biennial</p> <p>Research and development expenditure as a proportion of GDP Baseline (2018):0.45% Target (2025): 1% Data source / frequency: National Research and Innovation Agency, Office of Planning and Budget / annual</p> <p>Informality rate Baseline (2019): 24.8 Target (2025): 20 Data source / frequency: Household survey, National Institute of Statistics / annual</p>	<p>Data source: Ministry of Environment (MOE), Ministry of Agriculture Livestock and Fisheries (MGAP), Ministry of Industry, Energy and Mines (MIEM), NDC MRV system, Monitoring and Evaluation Unit, National Institute for Employment and Professional Training (INEFOP), Resident Coordinator's Office, Direction of Planning, University of the Republic.</p> <p>Frequency: annual</p>	<p>Output 1.1. Sustainable production and consumption practices implemented to generate competitive advantages, prevent environmental degradation, protect livelihoods and create green and inclusive jobs. Indicator 1.1.1. Number of instruments¹ (laws, national plans and policies) promoting sustainable production and consumption practices Baseline (2020): 5 Target (2025): 9</p> <p>Output 1.2. Environmental management and restoration measures applied for the improvement of ecosystem services and to increase the resilience of territories and communities. Indicator 1.2.1. Total native forest area (ha) Baseline (2012): 849,969 ha Target (2025): 849,960 ha (unconditional); 892,458 ha (conditional upon external funding)</p> <p>Output 1.3. Gender-responsive climate change mitigation and adaptation measures implemented for raising climate ambition, promoting low-carbon development, energy transition and fostering resilience and inclusion. Indicator 1.3.1. Number of plans and strategies developed (NDCs, long-term strategies, national adaptation plans) as reported in adaptation communications and national communications Baseline (2020): 3 Target (2025): 9</p> <p>Indicator 1.3.2. Number of electric vehicles operating in public transport</p>	<p>Uruguayan Agency for International Cooperation MOE MIEM MGAP Ministry of Tourism Ministry of Labor and Social Security Ministry of Education and Culture National Emergency System United Nations organizations Academia Private sector Civil society Green Climate Fund, Global Environment Facility</p>	<p>Other: \$35,817</p>

¹ Law of Comprehensive Waste Management, Law of water and land for agricultural use, National Environmental Plan for Sustainable Development, Law of Territorial Organization and Sustainable Development, National Energy Policy.

		<p>Baseline (2020): 60 Target (2025): 315</p> <p>Output 1.4. Increased coverage of employment policies that generate conditions for high-quality jobs through upskilling and reskilling strategies and public-private partnerships, with focus on youth and women.</p> <p>Indicator 1.4.1. Number of people who participated in public reskilling processes and obtained employment Baseline (2019): 26,957 Target (2025): 30,000</p> <p>Output 1.5. The national innovation ecosystem achieves closer partnerships and aligns investment flows and initiatives with sustainable solutions for building back better.</p> <p>Indicator 1.5.1. Number of financing instruments to pilot programmes to mobilize investment opportunities Baseline (2020): 0 Target (2025): 2</p> <p>Indicator 1.5.2. Percentage of women over total students in science, technology, engineering, and mathematics programmes at public university (or all universities if data is available). Baseline (2018): 44.1 Target (2025): 50</p>		
NATIONAL PRIORITY OR GOAL: An efficient Government, territorially present and providing accountability to the citizens; SDGs 1, 2, 3, 4, 5, 10, 16, 17				
COOPERATION FRAMEWORK (OR EQUIVALENT) OUTCOME INVOLVING UNDP #2. By 2025 Uruguay has modernized public management processes through substantive decentralization and promoting citizen participation, increasing accountability and transparency.				
RELATED STRATEGIC PLAN OUTCOME 2. Accelerate structural transformations for sustainable development				
<p>Percentage of people supporting democracy as a form of government (variation): (a) Increases; (b) Stabilizes; (c) Decreases; (d) Same tendency Baseline (2018): 61% Target (2025): (a) Increase Data source /frequency: Latinobarómetro / biannual.</p> <p>Trust in institutions (variation): (a) Increases; (b) Stabilizes; (c) Decreases; (d) Same tendency Baseline (2018):</p>	<p>Data source: National Civil Service Office (ONSC), PDGS, Public data, Report on labor links with the state from National Civil Service Office, Household Survey, National Institute of Statistics, Institute for Women (Inmujeres)/ UNDP.</p> <p>Frequency: Annual for all and at least once for the Household survey. Office</p>	<p>Output 2.1. The public sector reform is supported by an organizational restructuring, the improvement of human management policies and the creation of an incentive system for public competitive career pathways, creating an adaptive efficiency and results oriented management.</p> <p>Indicator 2.1.1. Number of Ministries participating in organizational restructuring processes. Baseline (2020): 0 Target (2025): 8</p> <p>Indicator 2.1.2: New career system encourages capacity building in the public sector (Yes/No) Baseline (2020): No Target (2025): Yes</p>	<p>Uruguayan Agency for International Cooperation Civil Service National Office Office of Planning and Budget Ministries Public enterprises Academia Inter-American Development Bank United Nations organizations</p>	<p>Other: \$39,803</p>

<p>Armed forces: 62% Police: 59% Electoral institutions: 47% Judiciary: 39% Government: 39% Congress: 33% Political parties: 21% Target (2025) All categories (a) Increase Data source / frequency: Latinobarómetro / biannual.</p>		<p>Indicator 2.1.3. Mechanisms put in place for the periodic measurement of dispersion among public wages for equal scale and grade, and public-private wage gap for professional workers. Baseline (2020): No Target (2025): Yes</p> <p>Output 2.2. Subnational governments improve their development planning, coordination, integration, and management capabilities through positive linkages between urban, peri-urban and rural areas, the enhancement of local assets, and innovation.</p> <p>Indicator 2.2.1. Number of departments that have an integrated financial information system as an input for strategic planning Baseline (2020): 7 Target (2025): 14</p> <p>Indicator 2.2.2. Number of regional development plans that (a) respond to population dynamics; (b) ensure balanced territorial development; and (c) increase local fiscal space Baseline (2020): 2 Target (2025): 4</p> <p>Output 2.3. Civic and political participation are enhanced through legislation quality improvement, engagement initiatives for the inclusion of women and youth in collective actions, and policies addressing digital disruptions.</p> <p>Indicator 2.3.1. Proportion of women in public positions at national and subnational level including Executive branch, Parliament and subnational governments: (a) increase significantly (+50%), (b) increase slightly (-50%), (c) decrease, (d) unchanged Baseline (2019): Legislators (both chambers): M 69,4%; F 30,6%; Executive branch: M 63%; F 37%; Subnational governments: M 62%; F 38% Target (2025): All categories increase at least slightly</p> <p>Output 2.4. Public and private institutions promote a gender mainstreaming strategy that encompasses new agendas incorporating an intersectionality framework acknowledging the relevance of power imbalances, gender bias and cultural change.</p> <p>Indicator 2.4.1. Contribution of unpaid work to gross domestic product Baseline (2013): 32% Target (2020): 25%</p> <p>Indicator 2.4.2. Number of public institutions that implement the Gender Seal. Baseline (2020): 14 Target (2025): 20</p>	
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		Indicator 2.4.3. Number of private entities that implement the Gender Strategy. Baseline (2020): 0 Target (2025): 5		
NATIONAL PRIORITY OR GOAL: Public policies that ensure education, social protection and health of quality to all people SDGs 3, 4, 5, 6, 16, 17				
COOPERATION FRAMEWORK (OR EQUIVALENT) OUTCOME INVOLVING UNDP #3. By 2025 Uruguay activates a new generation of public policy institutional architectures and governance models to promote social cohesion, social protection and multidimensional well-being.				
RELATED STRATEGIC PLAN OUTCOME 1. Eradicate poverty in all its forms and dimensions				
<p>Quantitative housing deficit Baseline (2019): 65,331 Target (2025): 40,000 Data source / frequency: Housing and Urban Planning Ministry / annual</p> <p>Percentage of people never in fear of criminal violence Baseline (2018): 20 Target (2025): 30 Data source: Latinobarómetro Frequency: annual.</p> <p>Social security financial result over GDP Baseline (2020): -1% Target (2025): -1% or less Data source / frequency: Ministry of Finance and Economic Affairs / annual</p>	<p>Data source: Neighborhood Improvement Programme (PMB), Plan Juntos, Plan Nacional de Realojos, Canelones, Humano; Latinobarómetro, Ministry of Finance and Economic Affairs Housing and Urban Planning Ministry</p> <p>Frequency: annual</p>	<p>Output 3.1. Strategy for participatory, integrated and sustainable human settlement planning and management through housing, mobility and basic services, including climate change adaptation and mitigation measures Indicator 3.1.1. Number of existing informal settlements Baseline (2018): 607 Target (2025): 567</p> <p>Indicator 3.1.2. Number of housing programmes that incorporate climate change adaptation and mitigation measures through new or existent housing typologies Baseline (2019): 0 Target (2025): At least one</p> <p>Output 3.2. Citizen security policies incorporate new agendas – gun regulation and organized crime – innovative approaches and renewed monitoring strategies, with focus on gender-based violence and community organization. Indicator 3.2.1. Percentage of trust in police institutions Baseline (2018): 59 Target (2025): 65</p> <p>Output 3.3. Reconfiguration of the social protection system incorporates a systemic approach, embodying gender and generational disparities, with special focus on social security reform. Indicator 3.3.1: Average retirement benefit gender gap Baseline (2019): 37% Target (2024): 30%</p> <p>Output 3.4. Public policies incorporate new accountability frameworks to protect those furthest behind through integrated and holistic responses including nature-based solutions, promoting autonomy, fostering inclusion and empowerment and enforcing non-discrimination. Indicator 3.4.1. Application of Multidimensional Vulnerability Index at national and subnational levels Baseline (2020): 0 Target (2025): At least once</p>	<p>Uruguayan Agency for International Cooperation Ministry of Social Development Ministry of Labour and Social Security Ministry of National Defense Ministry of Education and Culture Ministry of Health Institute for Childhood and Adolescence National Institute for Women National Institute for Employment and Professional Formation National Institute for Youth United Nations organizations Academia Civil society</p>	Other: \$55,405

		<p>Data source / frequency: UNDP / annual</p> <p>Indicator 3.4.2. Application of Multidimensional Well-being Index at national and subnational levels Baseline (2020): 0 Target (2025): At least once Data source / frequency: UNDP / annual</p> <p>Indicator 3.4.3. Number of reports on affirmative legislation compliance regarding vulnerable communities (particularly lesbian, gay, bisexual, transgender, queer and intersex, Afro-descendant and disabled populations). Baseline (2020): 0 Target (2025): 5 Data source / frequency: UNDP / annual</p>		
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