



URUGUAYAN AGENCY FOR INTERNATIONAL COOPERATION

STRATEGIC PRIORITIES FOR INTERNATIONAL COOPERATION FOR SUSTAINABLE DEVELOPMENT

2020-2025



Uruguay
Presidencia



auci
AGENCIA URUGUAYA
DE COOPERACIÓN
INTERNACIONAL



URUGUAYAN AGENCY FOR INTERNATIONAL COOPERATION

STRATEGIC PRIORITIES FOR INTERNATIONAL COOPERATION FOR SUSTAINABLE DEVELOPMENT

2020-2025



Uruguay
Presidencia



auci
AGENCIA URUGUAYA
DE COOPERACIÓN
INTERNACIONAL

Authorities

Uruguayan Agency for International Cooperation

Board of Directors

Rodrigo Ferrés

Deputy Secretary of the Presidency of the Republic of Uruguay
President

Francisco Bustillo

Minister of Foreign Affairs
Director

Isaac Alfie

Director of the Office of Planning and Budget
Director

Executive Direction

Mariano Berro

Executive Director

Claudia Romano

Manager

General document coordination: Carolina Ferreira.

Collaboration: Andrea Castrillo, María Belén Coyto, Gabriela Fernández, Elaine Godoy Moraiz, Cynthia Padrón Nigro, Virginia Renau, Verónica Suárez, Amaranta Villareal Nansen.

Proofreading and editing coordination: Laura Recalde Carballo.

Edition: Susana Aliano Casales.

Translation: Andrea Castrillo.

Printing: Mastergraf

ISBN: 978-92-95114-23-4

This document was printed on FSC (Forest Stewardship Council) certified paper to reduce environmental impact and is part of a series of papers on international cooperation prepared by AUCI.

Table of contents

1. Foreword.....	5
2. Presentation.....	6
3. Introduction.....	7
4. Uruguay's international cooperation policy based on the principles of its foreign policy.....	10
5. The process to define the strategic guidelines.....	11
6. Strategic priorities for international cooperation.....	13
7. The 2030 Agenda as a driver of sustainable international cooperation in Uruguay.....	15
8. The National System for International Cooperation.....	16
9. Uruguay's cooperation in the new international scenario: modalities and instruments.....	17
9.1 Bilateral Cooperation.....	18
9.2 South-South Cooperation.....	18
9.3 Triangular Cooperation.....	19
9.4 Decentralized Cooperation.....	19
9.5 Training and scholarships.....	20
10. AUCI's tools for the management of international cooperation.....	21
10.1 The Integrated Information System for International Cooperation.....	21
10.2 Georeferencing system.....	21
10.3 Communication and visibility.....	22



“Uruguay will always stand for multilateralism, supporting the search for solutions, in all dimensions of international affairs: health, environment, trade, migration”. President Lacalle Pou at the 75th Session of the United Nations General Assembly.

1. Foreword

As a result of the COVID-19 pandemic, the world has been exposed to a level of uncertainty that not only represents a major economic and social challenge at the global level, but that also calls for a redefinition of the international cooperation paradigm.

Precisely for this reason, Uruguay redoubles its commitment to multilateralism and acknowledges that having closer ties with different nations and cultures, through diverse modalities, will improve cooperation mechanisms by combining resources, strengths and lessons learnt with all stakeholders.

Although Uruguay is among the countries with the highest Human Development Index¹ and has stood out in the region for its successful outcomes in terms of the management of the COVID-19 pandemic, there are still numerous challenges and necessary transformations the government is committed to carry out and to which international cooperation can continue to contribute.

International cooperation Uruguay receives and provides is directly aligned with the 2030 Agenda and the Sustainable Development Goals (SDGs), especially with SDG 17 (Partnerships for the Goals), and it contributes to their achievement. This year, Uruguay presented the 4th Voluntary National Review which accounts for the country's progress in the implementation of the 2030 Agenda and the SDGs.

Given the many challenges, it is crucial for the Uruguayan government that the current pandemic does not undermine the commitments that have already been made at the multilateral level.

In this context, the Uruguayan Agency for International Cooperation celebrates the degree of maturity, confidence and respect that characterizes the country's relationship with other nations, as well as with institutions that promote and manage international cooperation, and renews Uruguay's commitment to “leave no one behind”.

Rodrigo Ferrés

Deputy Secretary of the Presidency of the Republic of Uruguay

¹ United Nations. Human Development Report 2019.

2. Presentation

The Uruguayan Agency for International Cooperation works to promote a sustainable development agenda and to ensure international cooperation is complementary to national priorities.

The Agency's efforts during the current government administration are focused on strengthening cooperation ties with other countries and international organizations while broadening the areas of mutual collaboration. This approach, based on horizontality, considers all parties as strategic partners with common objectives and challenges. In order to effectively face these challenges, it is essential to work closer together to achieve sustainable development for all countries and societies.

This document outlines the strategic priorities that were defined by AUCI for the current government administration in terms of international cooperation for sustainable development.

In the introduction, the document provides a brief overview of AUCI's origins, its authorities and principles, as well as detailed information of its main tasks and strategic and specific objectives, subsequently aligning these with the country's foreign policy. The following sections focus on the process that led to the definition of these strategic priorities and describe each one of them in the framework of the 2030 Agenda and the SDGs.

In addition, this document presents the roadmap that guides the Agency's efforts to contribute to the achievement of the Agenda and details the different cooperation modalities and instruments AUCI has prioritized in the framework of the new international context.

Mariano Berro

Executive Director

3. Introduction

The Uruguayan Agency for International Cooperation (AUCI by its Spanish acronym) was created by Law 18719, in 2010, as the organization in charge of Uruguay's cooperation policy.

Law 18719, Article 98: the Uruguayan Agency for International Cooperation is created in subsection 02, "Presidency of the Republic", as a decentralized body that shall act with technical autonomy and communicate with the Executive Power through the Presidency of the Republic".

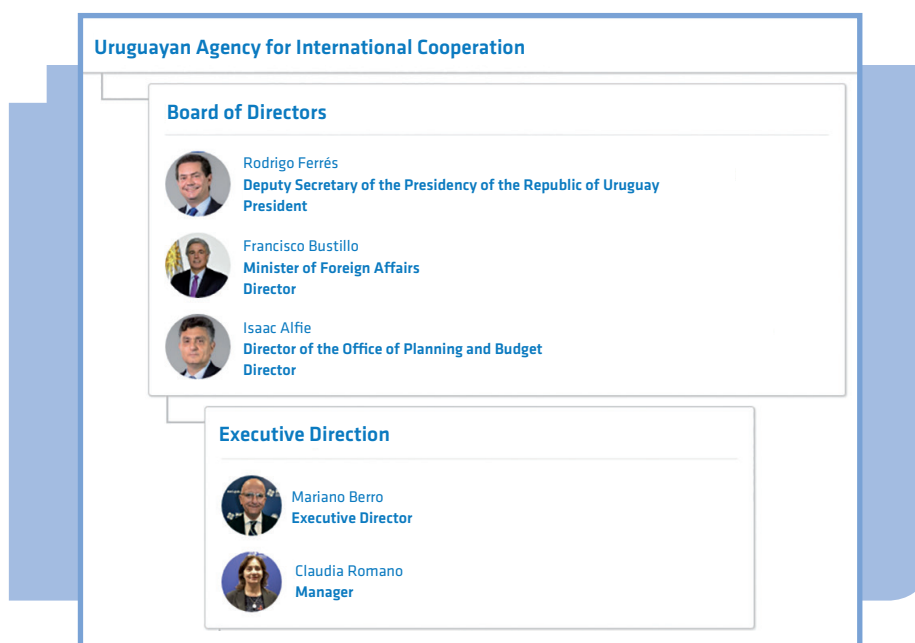
Main duties:

It will be responsible for planning, designing, monitoring, administering, coordinating, executing, evaluating, following-up and disseminating international cooperation activities, projects and programs to comply with the country's development policies.

Structure:

It has a Board of Directors comprised of its President, appointed by the President of the Republic; the Minister of Foreign Affairs; and the Director of the Office of Planning and Budget. It also has an Executive Director.

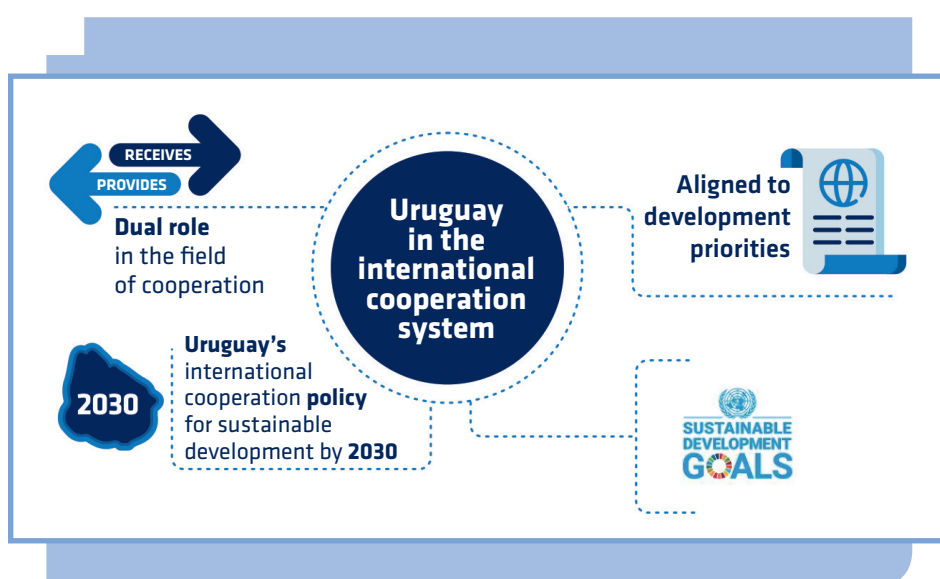
Authorities (2020-2025)



Principles

AUCI's work is based on the principles of solidarity, complementarity, equality, non-conditionality and respect for sovereignty.

Strategic objectives



AUCI's main strategic objectives for the current government administration are:

- Plan, monitor, coordinate and evaluate international cooperation to ensure it is aligned with and contributes to the country's development strategy.
- Strengthen the National System for International Cooperation (SNCI by its Spanish acronym) by increasing the participation of subnational governments, non-governmental organizations (NGOs) and the private sector.
- Promote the country's South-South and Triangular Cooperation strategy.
- Democratize access to opportunities nationwide.
- Position Uruguay's dual role (recipient and provider) in the global scenario.

Uruguay specially values mutual learning, bidirectionality, knowledge sharing and the exchange of best practices to improve the population's well-being in the framework of the 2030 Agenda.

Specific objectives

In this context, AUCI's specific objectives for the current government administration focus on:

- Contributing to territorial development by promoting the active participation of second and third-level governments.
- Jointly working with international organizations, cooperation agencies and other countries, promoting institutional partnerships for international cooperation.
- Promoting Uruguay's best practices and business units as the country's flagship for international cooperation.

4. Uruguay's international cooperation policy based on the principles of its foreign policy

International cooperation is considered an instrument at the service of the country's foreign policy. Hence, it is essential to work in a coordinated and complementary manner with the Ministry of Foreign Affairs (MRREE by its Spanish acronym).

The MRREE has designed a Five-year Strategic Plan for the 2020-2025 period. This document outlines the main objectives of Uruguay's foreign policy to address the different areas that were prioritized by the national government. It is also the core reference for the country's Diplomatic Representations abroad. This Plan focuses on regional integration, border policy, projection towards the Pacific, market diversification and increased exports (goods and services), and migration policy.

Permanent coordination between the Directorate-General for International Cooperation of the MRREE and AUCI ensures that Uruguay's cooperation policy is aligned with the Ministry's Strategic Plan and with national development priorities, in line with the SDGs and the 2030 Agenda².

2. Five-year Strategic Plan (2020-2025): <https://www.gub.uy/ministerio-relaciones-exteriores/institucional/plan-estrategico/bases-para-politica-exterior-del-uruguay>

5. The process to define the strategic guidelines

Uruguay's strategic guidelines for international cooperation must be directly aligned with the public policies that were prioritized by the national government.

This previous definition has been key, as it offsets two difficulties countries often face when designing their cooperation strategy. First, dispersion, lack of coordination and almost no prioritization mean cooperation's impact will be probably limited. Second, as this lack of coordination affects other international partners as well (countries, organizations), the absence of clear national guidelines leads to a poor allocation of scarce resources (both human and financial), also limiting Uruguay's cooperation's efforts. For these reasons, the beginning of the current government administration was marked by a decisive commitment to align international cooperation with government priorities.

Thus, during 2020, AUCI worked together with the United Nations System in Uruguay to prepare the Strategic Cooperation Framework (MECNUD by its Spanish acronym), ensuring all efforts are aligned with the different public policies the national government has prioritized for the 2021-2025 period.

In order to kick-off this process, all 15 United Nations Agencies were summoned to a high-level meeting where the President in person detailed the country's development and public policy priorities for the current government administration. The aim of this meeting was to ensure all international cooperation, not only United Nations' but also other countries' and international organizations', is aligned with the government's main guidelines.

Over 300 representatives of national and international organizations (including Ministers, Deputy Secretaries and Directors) participated, throughout the process, in four generic and two specific workshops and in numerous interviews with governmental, civil society, academia and business sector representatives.






Meeting of the President of Uruguay, Luis Lacalle Pou, with the United Nations Resident Coordinator and representatives of the United Nations System in Uruguay. May 30th, 2020. Torre Ejecutiva, Montevideo, Uruguay.




6. Strategic priorities for international cooperation

The Uruguayan government has defined its strategic priorities for international cooperation in line with the 2030 Agenda and the SDGs. These priorities guide the interaction and joint work with international organizations and national and local counterparts, in the framework of Uruguay's dual role as an international cooperation recipient and provider.

STRATEGIC PRIORITY	PRIORITY AREAS	ALIGNMENT WITH THE SDGs
1. An economy that innovates, generates employment and ensures sustainable development: innovation and sustainable production, employment generation; a private sector committed to development.	<ul style="list-style-type: none"> • Second energy transition. • Circular economy. • Integrated risk management and climate change. • Post-COVID-19 socio-economic recovery. • Youth employment. • Dual training. • Digital transformation for micro and small enterprises. • Sustainable finance. • Impact investment. 	   

STRATEGIC PRIORITY	PRIORITY AREAS	ALIGNMENT WITH THE SDGs
2. An efficient, intelligent, present and accountable State: transparency, accountability, decentralization and local development; a State that guarantees citizen coexistence and eradicates violence.	<ul style="list-style-type: none"> • Social security reform. • Institutional framework for environment and climate change policies. • Professionalization of the civil service. • Information systems and public policy decision-making. • Strengthening subnational and local governments. • Gender-based violence. • Citizen coexistence. 	  

STRATEGIC PRIORITY	PRIORITY AREAS	ALIGNMENT WITH THE SDGs
3. Public policies that ensure quality education, social protection and health for all: transformation of education, social and territorial cohesion and healthcare.	<ul style="list-style-type: none"> Educational trajectories. Early childhood. Women in science and technology. Integration of vulnerable population to the labor market. Sustainable housing with non-traditional construction methods. Mental health. Strengthening the integrated health system. Comprehensive care of people with disabilities. 	  

STRATEGIC PRIORITY	PRIORITY AREAS	ALIGNMENT WITH THE SDGs
4. A society that leaves no one behind: empowerment of women and gender equity (political and economic), vulnerable population, children, adolescents and young adults.	<ul style="list-style-type: none"> Economic empowerment of women. Imprisoned persons. Migrants in vulnerable conditions. Education and employment for the most vulnerable groups: Afro-descendants, LGBT+. Homeless people. Approach to disability based on autonomy. Preventing suicide in adolescents and young adults. 	  

7. The 2030 Agenda as a driver of sustainable international cooperation in Uruguay

In the framework of the commitment adopted since September 2015 by United Nations member countries, the 2030 Agenda, through its 17 SDGs, aims to promote a transformative agenda that considers the social, economic, environmental and institutional dimensions of sustainable development and their interrelations, seeking to address the many needs, problems and challenges of our time.

In this context, AUCI aims to promote democratic and nationwide access to international cooperation opportunities while boosting the 2030 Agenda. In addition, the Agency's efforts are aligned with national priorities and local contexts, and with the 2021-2025 United Nations Strategic Cooperation Framework (MECNUD by its Spanish acronym).

Although Uruguay has been actively making progress in the framework of the 2030 Agenda since 2017, a series of new initiatives have been developed during the current government administration to keep up efforts, for example: the consolidation of the Global Compact (private sector); training sessions organized by the Office of the United Nations Resident Coordinator (academia); and the creation of the two SDG Funds which support national counterparts in promoting the consolidation of sustainable finance ecosystems and the country's second energy transition.

Among others, and through interdisciplinary and coordinated work between the different cooperation partners, state institutions, civil society, local governments, academia and the private sector, AUCI supports the following lines of action for the promotion of the 2030 Agenda in Uruguay:

1. The development of partnerships with the private sector, for example, through the Global Compact in Uruguay.
2. The design of statistical and territorial information systems for sustainable development and for decision-making in national and subnational governments; for example, AUCI supported the coordination of the 2021 Voluntary National Review ³.
3. The participation of academia and the education system in research and training activities, in line with the main transformations outlined in the 2030 Agenda.
4. Complementary work with national and international programs to finance activities and initiatives, at the local level, which contribute to sustainable development.
5. Scaling up the localization of the SDGs, leveraging the impact of projects at the territorial level.



³ 2021 Voluntary National Review (<https://www.gub.uy/agencia-uruguay-cooperacion-internacional/comunicacion/publicaciones/informe-nacional-voluntario-2021>).

8. The National System for International Cooperation

The National System for International Cooperation (SNCI by its Spanish acronym) is comprised of all international cooperation offices of the Executive, Legislative and Judicial Powers, Autonomous Entities, Decentralized Services, subnational governments and oversight bodies. Development agencies, funds, organizations and the Diplomatic Representations of all cooperation partners are also part of the SNCI, as well as civil society organizations, the private sector and Uruguayan academic institutions.

As it was previously mentioned, AUCI is in charge of Uruguay's international cooperation policy and one of its duties is to coordinate the SNCI as a whole.

To this end, focal points are designated in each of these institutions to closely work with AUCI, ensuring the correct follow-up of all initiatives and proposals. In order to strengthen this mechanism, AUCI has designed and implemented the Integrated Information System for International Cooperation (SICI-Uy by its Spanish acronym).

One of the main responsibilities of these focal points is to keep their institutions informed about cooperation opportunities, as well as to provide advice and support them in the negotiation, coordination and follow-up of all initiatives and activities.

The role of subnational and local governments is also key in this system and for the international cooperation policy as a whole. Thus, it is essential to promote joint work and capacity strengthening.

Multiple actions are carried out in this sense, especially focused on training activities designed for this network of focal points and for other experts in these institutions in topics such as the 2030 Agenda, initiatives' design and management, and international cooperation in general, among others. AUCI also strives to ensure a permanent exchange of updated information.

9. Uruguay's cooperation in the new international scenario: modalities and instruments⁴

According to the Development Assistance Committee (DAC), Uruguay, as a graduated country, is no longer eligible to receive Official Development Assistance (ODA). In spite of this categorization, Uruguay claims and stresses the need to continue receiving international cooperation's support, with the main purpose of closing still persistent structural gaps. At the same time, the country calls for the promotion of better quality and sector-oriented cooperation, in order to continue advancing sustainable development and to achieve the SDGs and the 2030 Agenda.

In this new challenging context, solidarity and cooperation play a substantial role and all SNCI stakeholders must work together to promote innovative and creative mechanisms in order to ensure an equitable, well-fare society that leaves no one behind, with opportunities for all, without distinctions.

The concept of “development in transition”⁵ is used to refer to the status of countries - such as Uruguay - which have recently been graduated (or classified as “high income” countries). This concept is also used to describe countries that, in spite of having overcome some development challenges, still face structural problems which hinder further progress. In addition, it aims to recognize the multidimensional nature of development in order to leave the categorization associated with the income level behind, as it does not consider other multiple aspects.

The challenges posed by the 2030 Agenda at the global level require an international cooperation system that can support the implementation of the SDGs at the country level. To this end, it is essential to align cooperation with the 17 SDGs and transcend the historical definitions focused on poverty reduction and *per capita* Gross Domestic Product (GDP), and focus on achieving results and promoting innovative mechanisms.

As it was previously mentioned, AUCI coordinates international cooperation that Uruguay receives and provides. In this sense, and in order to advance sustainable development, it is key that all efforts are aligned with the country's development priorities, and the Agency must identify and ensure complementarities and synergies between the different organizations and initiatives.

To this end, AUCI has mapped, analyzed and systematized the country's institutional capacities and has prepared a portfolio of best practices which can be transferred, through international cooperation, to other countries.

The following areas and initiatives have been identified so far: Education (*Ceibal* English Center and *Timbó Foco*); Renewable energies (*Movés* project); Innovation and development (Uruguayan Model for Innovation Management and Measuring Manufacturing Processes);

4. This section only mentions some of the strategy's main features, associated with the different modalities. To learn more about these, their scope, definitions and actions, please visit AUCI's website (www.auci.gub.uy).

5 According to the OECD/DAC criteria, countries that have exceeded the high-income threshold defined by the World Bank for three consecutive years are “graduated” and thus become ineligible for Official Development Assistance (ODA). Graduation is a process after which a country, as a result of an increase in its *per capita* income or other criteria, is no longer eligible to receive ODA (which includes technical cooperation, no-interest or concessional loans, which must be repaid at a lower interest rate than in the banking sector), either from one country or from a multilateral development agency or institution.

Health (Honorary Scientific Advisory Group, Extension for Community Healthcare Outcomes, Center for International Cooperation on Tobacco Control and the National Integrated Health System); Road safety (*Gonzalo Rodríguez* Foundation); National Emergency System (Integrated Risk Management Monitor); Software developed for the State (*Lucía* system and the Single Window for Foreign Trade); Open government (public transparency, public ethics and fighting against corruption), among others.

9.1 Bilateral Cooperation

Uruguay's approach to bilateral cooperation (traditional or North-South) is based on the search for partners who can provide specialized technical assistance and training to tackle the problems that have been identified in the framework of the country's strategic priorities. On the other hand, Uruguay is also willing to share its strengths and best practices.

As it has been previously stated, Uruguay still needs traditional cooperation's support to consolidate the progress that has been achieved in certain areas, as well as to close and/or reduce structural gaps and effectively reduce inequalities. Indeed, AUCI firmly believes international cooperation must continue to support national transformations in strategic and innovative areas for sustainable development.

In this post-pandemic scenario, the country faces new challenges in addition to existing vulnerabilities posed by climate change and its environmental impact.

In the current circumstances, where access to ODA is limited, the role of AUCI is key in order to identify the best cooperation partners, which have comparative advantages to address prioritized areas. To this end, AUCI closely works with all stakeholders in the SNCI and keeps permanent contact with different countries and cooperation agencies.

9.2 South-South Cooperation

South-South Cooperation (SSC) is based on horizontality, respect for sovereignty and local contexts and non-interference. These principles also determine Uruguay's SSC, both as a provider and as a recipient country.

Uruguay's SSC is characterized for being innovative, focused on lessons learnt, strengths and best practices. Though this modality, the country promotes bidirectionality and the generation of mutual learning processes.

SSC's best practices are increasingly being recognized by developing countries as valuable instruments to achieve the SDGs.

The country's SSC strategy is based on the need to prioritize and focus efforts, with the main objective of making this modality progressively more efficient to generate concrete results that effectively strengthen public policies.

In the framework of this new approach, it is worth highlighting AUCI's efforts to identify those areas in which Uruguay has accumulated experience and is willing to share lessons learnt with other partner countries. In this regard, as SSC provider, Uruguay will focus on transferring

its best practices to improve the effectiveness of the country's SSC, since these initiatives have already been assessed, have demonstrated successful results and will probably be beneficial for recipient partners. Additionally, AUCI has designed structured but flexible mechanisms to align national priorities with partner countries' capacities.

Uruguay's SSC strategy also promotes the participation of NGOs and the private sector as relevant stakeholders in this modality. In this sense, it is also necessary to keep up the efforts to facilitate their involvement.

Currently, the strategy focuses on Latin-America and the Caribbean. However, AUCI considers the possibility of approaching other regions should these be prioritized in the framework of the country's foreign policy.

9.3 Triangular Cooperation

Uruguay has promoted and supported this international cooperation modality through its strategic association with different partners.

The country's Triangular Cooperation (TC) strategy is based on the following criteria and guidelines:

- TC should promote synergies with South-South Cooperation initiatives;
- TC initiatives are demand-driven;
- Uruguay participates in TC if its capacities will actually make a difference to the recipient country;
- Uruguay participates in TC if there is a specific need and if the commitment of all stakeholders is guaranteed, at all levels and throughout the process;
- Uruguay engages in TC if the recipient country has been previously prioritized;
- Uruguay's TC prioritizes, as far as possible, demands that are based on its best practices.

Uruguay recognizes TC as a modality that complements SSC. Hence, its TC is based on SSC's guiding principles. In addition, the strategy takes Uruguay's previous relations with second providers into careful consideration since having common criteria and working mechanisms, among other aspects, is essential for TC's management.

9.4 Decentralized Cooperation

During the current government administration, AUCI is especially committed to prioritize this cooperation modality, strongly associated with local development. The Agency is also placing special emphasis on the priorities set by second and third-level governments, as well as on citizen participation.

In this sense, AUCI is collaboratively working with different partners in order to enhance cooperation at the local level, supporting development and decentralization processes.

Decentralized cooperation becomes increasingly relevant as it promotes peer-to-peer relations and the exchange of knowledge. In this context, AUCI's aim is to strengthen this modality by providing information, training and spaces for debate, without interfering in decision-making processes.

9.5 Training and scholarships

Training opportunities contribute to improve working conditions and to protect employment, especially in the current context, where greater specialization and in-depth knowledge are required.

AUCI is in charge of disseminating information on available scholarships and is also responsible for the pre-selection of candidates according to their background and in line with each scholarship's requirements.

Additionally, the Agency carries out permanent research for new opportunities and calls for proposals. In this regard, it should be noted that the country's graduation also directly affects Uruguay's access to training opportunities. AUCI is making significant efforts to offset these challenges, for example, by designing a national scholarship program and promoting new associations with countries that consider Uruguay a privileged partner.

10. AUCI's tools for the management of international cooperation

10.1 The Integrated Information System for International Cooperation

The Integrated Information System for International Cooperation (SICI-Uy by its Spanish acronym) aims to consolidate information on international cooperation in Uruguay in a single platform and is essential to improve AUCI's main duties.

SICI-Uy currently has two sections (Scholarships and Initiatives), while other two are being developed (Financial follow-up and Opportunities).

Through this software, all SNCI stakeholders are able to browse international cooperation initiatives, update those in which their institutions participate, follow-up on ongoing initiatives, perform queries, issue status reports and share documents. In order to improve the use of this tool, the Agency regularly carries out training and update sessions for SNCI focal points.

SICI-Uy also aims to provide access to relevant information for decision-making and to ensure the alignment of international cooperation with national priorities and strengths. It also promotes coordination between the different stakeholders and the follow-up and monitoring of all initiatives.

This software is also key for the development of outlook reports on international cooperation for development in Uruguay, as well as to make the role of international organizations which support national efforts through cooperation more visible.

Recent updates have included one field to specify the SDGs to which initiatives contribute. This information will also serve as an input for regional and global reports.

10.2 Georeferencing system

AUCI has developed a geo-referenced international cooperation viewer. This system provides quick and user-friendly access to all initiatives, projects and actions implemented throughout the country, locating each of them in the map. Through this tool, it is possible to have access to information on sectors, financing mechanisms, cooperation partners, involved stakeholders and modalities.



10.3 Communication and visibility

In order to improve its communication strategy and ensure access to the most relevant information on activities, calls for proposals and projects, among others, AUCI has enhanced its website content (www.auci.gub.uy), consolidated the issuing of its monthly newsletter and increased its presence in social media.

This approach is essential to democratize access to opportunities throughout the country, making the management of international cooperation more transparent.

Likewise, it is considered that providing information on sectoral experiences and on the different initiatives in which organizations are involved empowers society as a whole and encourages replication, coordination and participation.

The information AUCI provides showcases Uruguay's international cooperation strategy for the current government administration, as well as its main guidelines and, in some cases, the instruments through which it is implemented.

AUCI's aim is to develop this strategy based on the principles of efficiency, effectiveness, quality, equity and relevance, in order to have an impact on all the SNCI and, above all, to contribute to the development of the country and its people, "leaving no one behind".

