



## CEIBAL ENGLISH CENTER

### What is *Ceibal* English Center?

*Ceibal* English Center (CEI by its Spanish acronym) is *Ceibal*'s program for English Language Teaching (ELT) in public elementary and middle schools. As part of this program, students participate in weekly classes with foreign language teachers using the school's videoconference devices. Language teachers and classroom teachers collaboratively work on an educational platform called CREA, where they share materials to prepare their lessons.

This project is based on the following guiding principles: equity, equal opportunities for all children and young adults, knowledge democratization, access to resources for improved learning, not only in terms education itself, but also in terms of students' capacities to use modern technology.

### Main aims:

- ▶ Develop teaching support systems and specific technical-pedagogical assistance for school learning.
- ▶ Provide a solution to the lack of classroom English teachers, in order to comply with the number of mandatory English classes that are defined in the national public education system.
- ▶ Promote English as a Foreign Language (EFL) at all levels of public education in order to improve its quality, foster inter-cultural communication and promote greater inclusion and human development through technology.

### Participating institutions:

*Ceibal* and the following offices of the Administration for National Public Education (ANEP by its Spanish acronym): a) Directorate-General for Early and Primary Education (DGEIP by its Spanish acronym), b) Council for Secondary Education (CES by its Spanish acronym), and c) Council for Technical-Professional Education (CETP-UTU by its Spanish acronym).

### Users:

- ▶ English teachers with fiber optic internet access and videoconference devices.
- ▶ Fourth, fifth and sixth-grade students.
- ▶ Middle school and high school students.





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- ▶ The program is being implemented in more than 750 schools, 119 high schools and 17 centers of the Directorate-General for Technical-Professional Education (UTU by its Spanish acronym) across the country.

## Who is it aimed at?

Authorities and institutions related to education policies.

## Why is it considered a best practice?

- ▶ CEI provides access to quality English lessons for all Uruguayan students.
- ▶ The potential of available technology was used to offset the lack of classroom English teachers throughout the country.
- ▶ CEI introduces a hybrid learning model in which students have a weekly online class with an English teacher and two weekly classes, led by their classroom teacher, to complement the remote lesson.
- ▶ Experts can provide technical assistance and training on how CEI was originally designed and how it was adapted to school lockdowns. They can also share CEI's curricular proposal, information on training plans and teacher support, as well as their experience in assessment for learning.

## Additional information to consider before the implementation:

- ▶ The necessary technology and connectivity infrastructure must be available.
- ▶ Agreements should be promoted at all levels across the education system.
- ▶ It is important to have the necessary number of English teachers willing to engage in the project.



*Ceibal* provides each child and adolescent in the public education system throughout the country with a computer for personal use with free internet access in the school's premises. This initiative contributes to bridge the gap for lower-income population, promoting equity. It also provides educational resources and teacher training to transform teaching and learning.



## TIMBÓ FOCO

### What is *Timbó Foco*?

*Timbó Foco* is a platform that provides open access to high-level scientific content in various fields for research and innovation purposes. It was created in 2009 based on the need to have access to quality specialized information in all areas of knowledge, in order to promote research and innovation at the national level. *Foco* is the latest version of the *Timbó* platform.

### Main aims:

Provide open access to international scientific-technological bibliography for researchers, teachers, students, entrepreneurs, technical experts and for any Uruguayan citizen.

### Participating institutions:

The National Research and Innovation Agency (ANII by its Spanish acronym) has developed digital services in order to coordinate with all the relevant stakeholders related to knowledge development, research and innovation.

### Users:

The platform can be accessed by all Uruguayan citizens with an IP address in Uruguay.

### Who is it aimed at?

Institutions interested in developing and implementing a similar Open Access system in their country.

### Why is it considered a best practice?

- ▶ Since the creation of *Timbó*, national research has improved its productivity and its international scope. *Timbó* is one of the most significant features and incentives that have been developed at the public level and that have driven this progress.
- ▶ In a context of important asymmetries and gaps in terms of access to scientific knowledge, *Timbó* ensures the entire population has free access to a wide range of resources in all areas for research, innovation, education and production purposes.





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- ▶ ANII, through technical assistance and training, can transfer capacities and lessons learnt in terms of infrastructure development, negotiation processes with content providers, communication strategies and interoperability with Open Access sources.

### **Additional information to consider before the implementation:**

- ▶ Political will, independent decision-making and allocation of resources are a must: the importance to have access to scientific information was considered an essential part of Uruguay's public policy in Science, Technology and Innovation and there was a political definition of the need to have access to scientific publications and patents.
- ▶ Information Technology infrastructure and specific connectivity agreements should have previously been developed, unless the country's infrastructure is managed directly by an entity such as ANII.
- ▶ In addition to academia, the education, public and private-productive sectors must be engaged in all the process, based on a multidisciplinary, national and systemic approach.



# RENEWABLE ENERGIES

## MOVÉS PROJECT

### What is the MOVÉS project?

The MOVÉS Project (meaning efficient and sustainable mobility) promotes an effective transition towards efficient, inclusive and low-emission mobility in Uruguay.

It encourages the use of electric buses for public transportation, prioritizes the use of alternative methods (bicycles, walking) and minimizes the impact of freight transportation by using electric vehicles.

This project also supports the development of new emission and consumption regulations.

### Main aims:

- ▶ Create an efficient and low-carbon emissions transportation model in order to strengthen and improve urban public transport services.
- ▶ Foster the use of low-carbon vehicle technologies.
- ▶ Introduce socio-economic and gender approaches to achieve a more equitable transportation model.
- ▶ Promote a cultural change to encourage the use of public transportation and active transportation methods.

### Participating institutions:

- ▶ The project is implemented by the Ministry of Industry, Energy and Mining (MIEM by its Spanish acronym), the Ministry of Housing and Land Management (MVOT by its Spanish acronym) and the Ministry of Environment (MA by its Spanish acronym).
- ▶ It is supported by the United Nations Development Program (UNDP) and the Uruguayan Agency for International Cooperation (AUCI by its Spanish acronym).
- ▶ Other relevant institutions and partners are also participating in the project: civil society organizations, the private sector, academia and other government offices.

### Users:

Institutions, companies and individuals, in order to contribute to promote a cultural change to encourage the use of public transportation and active transportation methods, as well as to transform urban freight transportation and last mile logistics with electric vehicles.





# RENEWABLE ENERGIES

## Who is it aimed at?

Ministries and institutions responsible for energy and environment policies, the private sector, academia and civil society.

## Why is it considered a best practice?

- ▶ It contributes to improve regulations and incentives for urban transportation, focusing on the quality of public transport.
- ▶ It aims to develop an efficient, low-carbon urban transportation model and achieve more sustainable cities.
- ▶ Participating institutions can provide technical assistance by transferring knowledge on the innovative subsidy financing model to purchase electric buses. By reallocating financial resources, both the State and the private sector have equal or lower total costs throughout buses' lifespan. In addition, the “free trial” mechanism for the use of electric utility vehicles makes this technology available for all potential interested parties.

## Additional information to consider before the implementation:

- ▶ A regulatory framework that enables the project's implementation should be available.
- ▶ Coordination between different public and private sector stakeholders, academia, civil society and international organizations is essential.
- ▶ Political will and commitment to advancing sustainable mobility should be guaranteed, not only in terms of greenhouse gas (GHG) emissions, but also to create friendlier, safer and more inclusive cities for all.



# INNOVATION AND DEVELOPMENT

## URUGUAYAN MODEL FOR INNOVATION MANAGEMENT

### What is the Uruguayan Model for Innovation Management?

The Uruguayan Model for Innovation Management (MUGI by its Spanish acronym) was developed to improve innovation within organizations. This model is based on the Oslo Manual on the *Measurement of Scientific and Technological Activities. Guidelines for collecting and interpreting innovation data* and the Bogotá Manual on the *Standardization of Technological Innovation Indicators in Latin-America and the Caribbean*.

This initiative considers innovation as an organizational process through which changes are introduced to add value, either due to their impact on the market or because they improve the company's operations. These changes can have different focuses (on products, processes, marketing and/or organizational innovations), different scopes (new to the organization, new to the market and/or new to the world), they can be drastic or small and incremental.

The Model "*is another step towards management excellence*" and is also intended to serve as a guide "*to introduce the innovation process in organizations, so that it becomes a tool for competitiveness and sustainability*".

### Main aims:

- ▶ Improve innovation management in organizations and companies through training in the innovation management model.
- ▶ Develop on-site diagnoses of the current state of an institution's innovation management system.
- ▶ Gain experience in the implementation of the model.

### Participating institutions:

At the national level, the model was developed by the Technological Laboratory of Uruguay (LATU by its Spanish acronym), the National Quality Institute (INACAL by its Spanish acronym), the Catholic University of Uruguay (UCU by its Spanish acronym), the Chamber of Industries of Uruguay (CIU by its Spanish acronym) and the National Research and Innovation Agency (ANII by its Spanish acronym).



# INNOVATION AND DEVELOPMENT

## **Users:**

This initiative was mainly conceived for companies and organizations that want to implement or develop an innovation management model.

## **Who is it aimed at?**

Organizations related to innovation management (business or industry chambers, agencies, technology centers or parks, academia, private sector, among others).

## **Why is it considered a best practice?**

- ▶ It introduces a systematic method to develop innovation management in organizations.
- ▶ Innovation management contributes to transform processes and generate innovative products.
- ▶ When applied to the organizational environment, it can lead to institutional transformation.
- ▶ LATU can provide training and develop diagnoses as a pilot experience.

## **Additional information to consider before the implementation:**

- ▶ The political will to develop an innovation management model at the company level should be guaranteed.
- ▶ Interested stakeholders must be committed to carry out the model throughout all the process.
- ▶ The structure of Micro, Small and Medium-sized Enterprises (MSMEs) should be similar to Uruguay's.





# INNOVATION AND DEVELOPMENT

## MEASURING MANUFACTURING PROCESSES

### What is measuring manufacturing processes in Uruguay?

The aim of measuring manufacturing processes is to provide support to the productive sector, especially to micro and small-sized enterprises, to improve their processes and the quality of their products through the incorporation of metrology methods.

The Technological Laboratory of Uruguay (LATU by its Spanish acronym), as the national metrology institute, is the leading institution for measurement matters.

Metrology has an important influence on the development of the productive sector and is especially relevant for Uruguay's industrial sector.

### Main aims:

- ▶ Promote the sustainable development of growing industrial sectors through innovation and the transfer of solutions for metrology management and conformity assessment.
- ▶ Improve the quality of products and the efficiency of production processes in Micro, Small and Medium-sized Enterprises (MSMEs).
- ▶ LATU can provide metrological consultancy services to MSMEs for: awareness-raising, metrological diagnoses and technical training in metrology. It can also support the design of action plans and follow-up their implementation, promoting impact evaluation and information dissemination.

### Participating institution:

The Technological Laboratory of Uruguay (LATU by its Spanish acronym).

### Users:

Small and Medium-sized Enterprises (MSMEs).

In addition, LATU will collaboratively work with the respective metrological institute to support national productive sectors that have specific needs in terms of measurement techniques, processes and product control.



# INNOVATION AND DEVELOPMENT

## Who is it aimed at?

Metrology institutes supported by chambers of commerce or industry.

## Why is it considered a best practice?

- ▶ Production control is essential to develop products that meet required specifications, ensuring compliance with regulations and quality standards that allow companies to access, maintain and expand markets, improving their competitiveness.
- ▶ Improving the quality of products and implementing measurements for process control contributes to MSMEs competitiveness.
- ▶ LATU can provide training in metrology for MSMEs.

## Additional information to consider before the implementation:

- ▶ The country's productive structure should be mainly based on MSMEs facing development challenges similar to Uruguay's.
- ▶ The national metrology institute must be committed to act as the counterpart.
- ▶ There should be good relationship with the industrial sector or with the institutions that will coordinate with identified MSMEs.



## HONORARY SCIENTIFIC ADVISORY GROUP

### What is the Honorary Scientific Advisory Group?

The Honorary Scientific Advisory Group (GACH by its Spanish acronym) provided scientific advice to the President and the Executive Power in the context of the COVID-19 pandemic. It made scientific recommendations on health and data science (strategic planning, healthcare, prevention and modeling) that were used for decision-making.

#### Main aims:

- ▶ It was created by prestigious Uruguayan scientists in the context of the COVID-19 pandemic to promote joint work between the scientific community and the Executive Power.
- ▶ As an input for decision-making, it advised on and suggested the best measures to control the spread of the virus.

#### Participating institutions:

Government authorities and scientific and medical research institutions (more than 55 experts), such as the University of the Republic, the *Pasteur* Institute, the *Clemente Estable* Institute, ORT University, the Agency for Electronic Government and Information and Knowledge Society (AGESIC by its Spanish acronym), the Ministry of Public Health (MSP by its Spanish acronym) and other healthcare institutions.

#### Users:

Through its recommendations and reports, GACH advised decision-makers and brought knowledge closer to society.

#### Who is it aimed at?

Institutions related to the health sector, academia, research centers, among others

#### Why is it considered a best practice?

- ▶ In the context of a global health crisis, the scientific community put its expertise at the service of the government, based on a multidisciplinary approach.



- ▶ The interaction between researchers and decision-makers is especially valued as it provided evidence-based advice. This not only had an impact on existing scientific structures but also on how science is perceived by society.
- ▶ GACH was widely acknowledged and received the Presidency's scientific and cultural award.
- ▶ The relation between science and politics for decision-making on critical and urgent issues is key for social development.
- ▶ GACH experts can share their experience in coordinating with decision-makers, organizing working teams and simultaneously addressing different disciplines.

### **Additional information to consider before the implementation:**

- ▶ There should be a strong scientific ecosystem willing to collaborate with the government.
- ▶ The interaction and coordination between different disciplines is essential.
- ▶ Political support and commitment throughout the entire process must be guaranteed.



## EXTENSION FOR COMMUNITY HEALTHCARE OUTCOMES (ECHO)

### What is ECHO?

The ECHO model promotes the development of a learning community among healthcare specialists to improve access to healthcare for vulnerable populations which suffer from chronic health problems. ECHO fosters academic and technical complementarity to design and implement a training and capacity building program. Using videoconference technologies, ECHO trains general, rural, primary care and family physicians, among others, in the diagnosis and treatment of complex diseases.

### Main aims:

- ▶ Knowledge management and training so healthcare teams can adequately treat patients with certain pathologies, achieving the desired clinical results.
- ▶ Encourage healthcare specialists to share their experience with colleagues who may not be familiar with all the possibilities to treat different diseases, thus multiplying the capacity of the healthcare system to respond to the most pressing needs.

### Participating institutions:

- ▶ The School of Medicine of the University of the Republic leads ECHO's implementation in Uruguay through the following clinics of the country's teaching hospital (*Hospital de Clínicas*): a) Gastroenterology; b) Hematology; c) Infectious Diseases; and d) Pharmacology and Therapeutics.
- ▶ It is supported by the World Gastroenterology Organization (WGO) and the National Academy of Medicine.
- ▶ Other organizations also participate in the project: the State Health Services Administration (ASSE by its Spanish acronym), the Ministry of Public Health (MSP by its Spanish acronym), the United States Embassy in Uruguay, the National Resources Fund (FNR by its Spanish acronym), the Medical Federation (FEMI by its Spanish acronym) and the *Peluffo Giguens* Foundation.

### Users:

Physicians, nurses, healthcare staff and experts.

### Who is it aimed at?

Government offices related to public health and public and private healthcare institutions.



## Why is it considered a best practice?

- ▶ ECHO is an appropriate instrument to address inequalities and unmet healthcare needs in small cities, rural areas or poor communities.
- ▶ Uruguay was the first country in Latin-America to implement this model and is the only Spanish-speaking country to be authorized by the University of New Mexico (where the project was originally conceived) to train other countries' experts.
- ▶ Uruguay's ECHO team can share lessons learnt and work to adapt the methodology to other contexts. It is also possible to make diagnoses to identify the tools required for the implementation of the model and provide on-site assistance to develop this methodology.

## Additional information to consider before the implementation:

- ▶ Healthcare teams at the national and local levels should be available.
- ▶ Experts must be committed to build a learning community to improve the quality of life of their patients and society as a whole.
- ▶ High-speed internet access and network coverage for telemedicine must be available.
- ▶ National health authorities, academic institutions and healthcare providers throughout the country must be engaged and support the initiative.



## CENTER FOR INTERNATIONAL COOPERATION ON TOBACCO CONTROL

### What is the Center for International Cooperation on Tobacco Control?

Uruguay's Center for International Cooperation on Tobacco Control (CCICT by its Spanish acronym) was created by the Conference of the Parties (COP) to the World Health Organization's Framework Convention on Tobacco Control (WHO-FCTC) and, unlike other centers throughout the world, it is the only one that has the mandate to provide technical assistance and cooperation on tobacco control.

Uruguay's CCICT has the following purposes, among others: i) protection from the exposure to tobacco smoke; ii) regulation of health warnings; iii) prohibition of advertising, promotion and sponsorship; and iv) treatment of tobacco dependence.

### Main aims:

- ▶ Cooperate and encourage knowledge exchange on the implementation of the WHO-FCTC among countries, as well as provide assistance.
- ▶ Promote capacity building, the generation of knowledge and resources, and the interaction with other public policies to achieve the objectives of the Convention and its Protocols.
- ▶ Uruguay's CCICT: a) elaborates, compiles and disseminates materials and documents for capacity building; and b) identifies available human, technical and financial resources to implement the WHO-FCTC.

### Participating institutions:

- ▶ Ministry of Public Health (MSP by its Spanish acronym).
- ▶ School of Medicine.
- ▶ National Resources Fund (FNR by its Spanish acronym).
- ▶ Research Center for the Tobacco Epidemic (CIET by its Spanish acronym).
- ▶ Uruguayan Tobacco Society (SUT by its Spanish acronym).
- ▶ Uruguayan Agency for International Cooperation (AUCI by its Spanish acronym).
- ▶ Office of the Pan-American Health Organization (PAHO) in Uruguay.





## **Users:**

National and international public institutions and civil society organizations responsible for the implementation of tobacco control policies and the application of the WHO-FCTC.

## **Who is it aimed at?**

International organizations, government institutions and offices related to the health sector, research centers and academia.

## **Why is it considered a best practice?**

- ▶ It addresses the severe health, economic and social consequences of the tobacco epidemic, through the exchange of best practices, lessons learnt and knowledge sharing.
- ▶ Uruguay's CCICT contributes to the implementation of the WHO-FCTC at the global level, thus substantially reducing the prevalence of tobacco use and the exposure to tobacco smoke and its health, economic and environmental impacts.
- ▶ Based on the support of national tobacco control organizations and experts, Uruguay's CCICT has proven to have strong capacities to provide international cooperation.
- ▶ Uruguay's CCICT stands out for: (i) its well-earned reputation and capacity to advise countries on the implementation of the different articles of the WHO-FCTC; (ii) having quick and easy access to experts, both governmental and from civil society and academia, willing to participate in cooperation activities and to promote South-South and Triangular Cooperation; (iii) providing assistance to over 30 countries on different articles of the WHO-FCTC and having worked together with international agencies such as PAHO and the UNDP, both in the coordination and organization of activities.

## **Additional information to consider before the implementation:**

- ▶ Capacities and resources to implement the WHO-FCTC at the country level must be available.
- ▶ Having a well-trained and experienced technical group made up of individuals and institutions which are highly committed to tobacco control and willing to carry out cooperation activities is highly recommended.





## NATIONAL INTEGRATED HEALTH SYSTEM

### What is the National Integrated Health System?

The National Integrated Health System (SNIS by its Spanish acronym) provides universal access to health services to all residents in Uruguay. This means that every resident has the right to comprehensive services of standardized quality based on legally defined conditions.

SNIS is based on three pillars: a) a healthcare model that favors comprehensive care, carrying out activities in the framework of the Primary Healthcare Strategy that ensure greater capacity at the first level of care; b) the role of the Ministry of Public Health, as the leading authority of the national health system; and c) changes in expenditures and finance systems, ensuring universal coverage, equity and solidarity through a National Health Insurance.

### Main aims:

- ▶ Provide universal access to healthcare for the entire population in terms of coverage and quality, with a fairer distribution of the economic burden healthcare services represent for each citizen.

### Participating institutions:

- ▶ Ministry of Public Health (MSP by its Spanish acronym).
- ▶ Social Security Bank (BPS by its Spanish acronym), in charge of the National Health Insurance.
- ▶ National Health Board (comprised of several institutions, public and private healthcare providers, among others).

### Users:

All residents who enroll spontaneously or upon the request of any of the healthcare providers that are part of the National Health Board.

### Who is it aimed at?

Organizations in charge of the healthcare system.



## Why is it considered a best practice?

- ▶ The implementation of SNIS resulted in the universalization of healthcare coverage through the National Health Insurance.
- ▶ SNIS -ensures coordination between national and local offices, as well as an improved provision of healthcare services according to defined levels of complexity and geographical areas.
- ▶ SNIS facilitates coordination between public and private healthcare providers and enabled the creation of a National Health Insurance, financed by the National Health Fund (FONASA by its Spanish acronym).
- ▶ SNIS has led to progress in terms of IT systems and has fostered the implementation of electronic medical records.
- ▶ SNIS enables the rational use of human, material and financial resources and of installed capacities.
- ▶ Technical experts can share their experience in terms of the inter-institutional coordination that led to SNIS's implementation and lessons learnt throughout the process, and can assist to adapt this experience to other contexts.

## Additional information to consider before the implementation:

- ▶ An appropriate regulatory framework and new technologies for its implementation should be available.
- ▶ Political and multi-stakeholder commitment to promote organizational change is a must.
- ▶ All stakeholders should recognize the need to strengthen the healthcare system and the advantages of developing this type of reform.
- ▶ An active participation of healthcare specialists and users is required.



# ROAD SAFETY

## GONZALO RODRÍGUEZ FOUNDATION

### What is the *Gonzalo Rodríguez* Foundation?

The *Gonzalo Rodríguez* Foundation is a non-governmental and non-profit organization that works to reduce the number of severe injuries and deaths caused by traffic accidents, promoting safe and healthy mobility in Latin-America and the Caribbean.

Since its creation, it has achieved successful outcomes in terms of child restraint systems, school transportation, youth mobility (focused on motorcyclists), road safety education and child road safety governance, among others. It is also member of the United Nations Road Safety Advisory Board.

### Main aims:

- ▶ Promote children's safe mobility in order to contribute to reduce the number of severe injuries and deaths caused by traffic accidents, thus significantly reducing the number of victims.
- ▶ Have an active network of partner organizations in at least 6 countries in the region, with the ability to influence decision-makers.

### Participating institutions:

The Foundation collaboratively works with other regional and public organizations offering its advice and expertise. For example, it worked together with Uruguay's National Road Safety Unit (UNASEV by its Spanish acronym) to advise on regulations for school transportation.

### Users:

All citizens, whether pedestrians or drivers - of any type of vehicle - in countries where the Foundation has an office or where it provides services.

### Who is it aimed at?

National, subnational and local governments in charge of promoting and implementing public policies and regulations in line with the Foundation's goals and values.





# ROAD SAFETY

## Why is it considered a best practice?

- ▶ Its aim is to promote a systemic change in terms of traffic and urban mobility, focusing on the most vulnerable: children and young adults in Latin-America and the Caribbean and, more recently, on motorcyclists, which account for the majority of traffic victims.
- ▶ It contributes to improve road safety regulations in collaboration with specialized agencies.
- ▶ The *Gonzalo Rodríguez* Foundation has the capacity to adapt its management models to different environments according other countries' needs. Although not all strategies are suitable for the different contexts, the Foundation can share some of the milestones of the model and design different work plans to transfer its experience.

## Additional information to consider before the implementation:

- ▶ Political will is essential: governments and relevant authorities must be open to the Foundation's recommendations.
- ▶ An enabling and flexible regulatory framework should be in force to have an impact on public policies, knowledge generation and public awareness.
- ▶ Commitment to joint work between public and private sector stakeholders, academia, civil society and other organizations for the development of different activities, training and workshops, must be guaranteed.



# NATIONAL EMERGENCY SYSTEM

## INTEGRATED RISK MANAGEMENT MONITOR

### What is the Integrated Risk Management Monitor?

The Integrated Risk Management Monitor (MIRA by its Spanish acronym) is a national inter-institutional geographic information system that compiles data on adverse events (floods, fires, damage caused by adverse weather conditions, pandemics, among others) developed by the United Nations Development Program (UNDP). It generates statistics and quality indicators to ensure consistent records, standard and homogeneous criteria and reliable information. This tool is essential for the National Emergency System (SINAE by its Spanish acronym).

The system combines information from different sources in order to ensure a comprehensive analysis of adverse events considering multiple perspectives and outcomes.

The monitor's architecture is web-based, allowing access from any computer, tablet or cell phone with internet access, without installing any additional software. It is based on a geographic information platform (GIS) used worldwide by different government agencies related to risk and disaster management.

### Main aims:

- ▶ Have a centralized information system to support decision-making in integrated risk management: MIRA enables the upload of information on adverse events and it generates quality statistics and indicators at the national level and with standard and homogeneous criteria.
- ▶ Provide detailed information on people affected by adverse events, material and service damages, and an analysis of vulnerabilities in order to assess the exposure to certain risks.

### Participating institutions:

SINAE's Information Unit is in charge of the monitor, although information is uploaded nationwide by the different offices which are part of the decentralized Emergency Centers (CDE by its Spanish acronym) and by other relevant institutions.

Agreements have been made with the National Transit Police, the Integrated Social Information System (SIAS by its Spanish acronym) of the Ministry of Social Development (MIDES by its Spanish acronym), the Social Security Bank (BPS by its Spanish acronym), the Ministry of Public Health (MSP by its Spanish acronym), the National Health Board, and all national critical care centers.





# NATIONAL EMERGENCY SYSTEM

## **Users:**

Authorities and population in general.

## **Who is it aimed at?**

Institutions in charge of risk and impact management (ministries, institutes, centers, among others).

## **Why is it considered a best practice?**

- ▶ It generates quality information for decision-making.
- ▶ MIRA compiles data on emergency events in order to manage their impact and support the population affected. Prior to MIRA, information was spread in a multiplicity of closed information systems and the interaction between people and SINAE lacked the required speed and reliability.
- ▶ This monitor was key for a better management of the COVID-19 health emergency: a viewer was available on SINAE's website and it displayed all epidemiological data for daily reports.
- ▶ SINAE's experts can transfer their experience in the use of the platform. They can also provide information to support decision-making, to improve outreach, and can share their experience and lessons learnt in the process of coordinating with other national institutions.

## **Additional information to consider before the implementation:**

- ▶ Financial support for IT development and inter-institutional agreements are a must.
- ▶ All stakeholders must be committed to provide the information that will be duly processed.



# SOFTWARE DEVELOPED FOR THE STATE

## LUCÍA SYSTEM

### What is *Lucía*?

*Lucía* is a computer system and a set of customs procedures developed to monitor imports, exports and transit operations.

It is an innovative and modern tool focused on the efficiency and effectiveness of each of its processes to address different needs related to transparency and security in international trade operations.

It is mainly based on electronic customs declarations, through which the status of an operation can be monitored at all stages.

### Main aims:

- ▶ Improve quality, efficiency and control in each of the stages in order to enhance the customs modernization process, taking advantage of new technologies and tools.
- ▶ Ensure coordination between different stakeholders (importers, exporters, cargo agents, freight forwarders, warehouses, government institutions, ministries - e.g. health, agriculture and livestock, mining - inspectors, national and international carriers, banks and financial entities) related to all customs operations (sea, air, land).

### Participating institutions:

The National Customs Office (DNA by its Spanish acronym) is in charge of *Lucía*'s management, as it interacts with all the other relevant stakeholders.

### Users:

Customs and other state agencies' officials, as well as interested organizations and individuals in charge of foreign trade operations.

### Who is it aimed at?

Offices and agencies in charge of customs-related operations.



# SOFTWARE DEVELOPED FOR THE STATE

## Why is it considered a best practice?

- ▶ *Lucía* ensures all customs-related operations are combined in a single system. This allows all stakeholders to focus only on the duties under their scope (monitor, inspection, tax or fee collection, exemptions, among others), improving the system as a whole.
- ▶ *Lucía's* implementation has resulted in a modern, more secure, transparent and agile customs system, achieving high-quality standards that were previously impossible due to the application of traditional methods.
- ▶ It is an ambitious project that can provide consulting services and specialized human resources for its design and implementation.
- ▶ Experts can share their experience in the implementation of the system. Technical assistance can be adapted to other contexts or to existing software. It is also possible to transfer Uruguay's experience in coordinating with the private sector, exchange lessons learnt and collaboratively work with other partners to improve the tool.

## Additional information to consider before the implementation:

- ▶ Political will and adequate infrastructure to update customs software should be guaranteed.
- ▶ Public officials and the private sector must be committed and involved: knowledge can be transferred and adapted to specific requirements but new or additional services can only be developed together with the recipient country.





# SOFTWARE DEVELOPED FOR THE STATE

## SINGLE WINDOW FOR FOREIGN TRADE

### What is the Single Window for Foreign Trade?

The Single Window for Foreign Trade (VUCE by its Spanish acronym) was designed to facilitate foreign trade operations through the use of technology.

It centralizes documents and information in a single-entry point to fulfill all import, export, and transit-related regulatory requirements.

VUCE ensures more efficient and faster processing in a paperless environment, thus generating greater competitiveness.

### Main aims:

- ▶ Facilitate foreign trade procedures in general.
- ▶ Allow users to easily identify all regulatory requirements associated with a foreign trade operation and for each procedure, send the electronic application and attach the required documents.
- ▶ Automatically send the information to the corresponding office for it to electronically approve, reject or observe the process.
- ▶ Send automatic notifications (to the user and to the National Customs Office) after customs clearance.

### Participating institutions:

The National Customs Office (DNA by its Spanish acronym) and the Inter-Ministerial Commission on Foreign Trade Affairs (CIACEX by its Spanish acronym) led the project's development. Based on a program focused on export promotion and investment attraction, this commission gathers the main ministries involved in foreign trade.

This program is currently being implemented by *Uruguay XXI*.

### Users:

Natural persons or companies.



# SOFTWARE DEVELOPED FOR THE STATE

## Who is it aimed at?

Offices and agencies related to customs, foreign trade, export promotion or investment matters.

## Why is it considered a best practice?

- ▶ It has improved customs controls and led to a 100% automated verification of procedures, thus reducing risks and expediting all foreign trade operations.
- ▶ Uruguay is leading efforts in the region, encouraging the implementation of best practices and promoting cross-border interoperability to achieve paperless foreign trade.
- ▶ VUCE is strategic for Uruguay's positioning as a regional logistics hub: the project includes a complete redesign of the country's foreign trade processes and a full revision of all regulations, incorporating technology to provide a single platform to manage operations.
- ▶ Experts in VUCE can assist in the implementation of this platform in other countries and can share their experience and lessons learnt. They can also provide on-site support and collaboratively work with other partners to improve the tool.

## Additional information to consider before the implementation:

- ▶ The appropriate infrastructure for its implementation should be available.
- ▶ People, processes and technology should focus on trade facilitation.
- ▶ Commitment to optimize time and costs for all agents involved in foreign trade operations must be guaranteed.



## PUBLIC TRANSPARENCY

### What is public transparency in Uruguay?

Law 18381 promotes transparency across all public organizations, whether state or non-state, guaranteeing the fundamental right of individuals to have Access to Public Information without any discrimination based on nationality or other conditions. According to the law, this right should be exercised without the need to justify any reason.

In addition, the right to the protection of personal data is inherent to the human person, as stated in Article 72 of Uruguay's Constitution. This right is also considered in the provisions of Law 18331 on the Protection of Personal Data and *Habeas Data* Action.

Accordingly, those responsible for databases (both public and private) and those who have access to third-parties' personal data must comply with the following general principles: legality, truthfulness, purpose, prior informed consent, data security, confidentiality and accountability.

### Main aims:

- ▶ Promote public policies, regulations and actions to strengthen transparency in the civil service.
- ▶ Lead to a systemic change in terms of transparency and open government, in addition to promoting dialogue with citizens in pursuit of a fairer and more egalitarian society.

### Participating institutions:

The Agency for Electronic Government and Information and Knowledge Society (AGESIC by its Spanish acronym) leads the e-government strategy and its implementation to consolidate an efficient, citizen-oriented State, promoting access to information, as well as inclusion and equity in the use of information and communication technologies. It collaboratively works with decentralized offices, the Regulatory and Personal Data Control Unit (URCDP by its Spanish acronym) and the Access to Public Information Unit (UAIP by its Spanish acronym).

### Users:

Public administration institutions, whether state or non-state, citizens in general, the private sector, academia and civil society.



# OPEN GOVERNMENT

## Who is it aimed at?

Public institutions related to open government, transparency and citizen participation.

## Why is it considered a best practice?

- ▶ Uruguay has been at the forefront in terms of the adoption of the principles of open government to guide public management. It has also adopted a regulatory framework in this regard and has fostered transparent dialogue and co-creation.
- ▶ This strategy contributes to promote a citizen-oriented government, that has greater interaction with civil society for management and decision-making processes in order to achieve a systemic transformation in terms of public culture, transparency and accountability.
- ▶ According to United Nations specialized agencies, Uruguay leads Latin-American rankings in terms of transparency, digital government and information society.
- ▶ Experts can transfer their experience in transparency, open government and for institutional strengthening. They are also willing to jointly work with other partners to achieve fairer and more transparent societies.

## Additional information to consider before the implementation:

- ▶ Public officials must be committed to strengthen accountability in the civil service.
- ▶ Government support to follow-up on the process and political will to generate a substantial change must be guaranteed.
- ▶ Technology to develop digital platforms to host massive and updated data should be available.
- ▶ The appropriate regulatory framework to enable the implementation of this strategy should be available.



## PUBLIC ETHICS AND FIGHTING AGAINST CORRUPTION

### What is public ethics and fighting against corruption in Uruguay?

Public ethics define the conduct of public officials and must be put into practice in all government affairs. As Uruguay's Constitution states, those in public office must act in the wider public interest.

In terms of anti-corruption, the Constitution states that public servants must serve their role, not using their position for their own interests, and it forbids them to perform any activity which is not related to their function during working hours. In addition, Uruguay's Anti-Corruption Law (N. 17060) outlines provisions to prevent, repress and eradicate the "misuse" of public power and corrupt practices.

The fight against money laundering is also one of the cornerstones of Uruguay's strategy. Money laundering is defined as a process through which assets of criminal origin are introduced into the legal financial economic system while appearing to have been obtained in a lawful manner. In general, this activity is associated with drug trafficking, terrorist financing, smuggling, arms trafficking, human trafficking and prostitution, among other punishable acts. In this sense, Law 18083 led to changes in legal regulations. Likewise, the country's commitment to exchange information on tax matters allowed Uruguay to join the lists of countries that collaborate in the fight against tax evasion.

### Main aims:

- ▶ Provide a set of tools, such as ethical codes and principles, to reflect on the protection of democratic values, freedom, equality, tolerance, among others.
- ▶ Supervise behaviors in which personal interests prevail over public interests.
- ▶ Set a solid system to prevent tax evasion.
- ▶ Substantially reduce the risk of money laundering and terrorist financing.

### Participating institutions:

- ▶ The Transparency and Public Ethics Board (JUTEP by its Spanish acronym) is responsible for promoting public policies, regulations and actions to strengthen transparency across all government offices. It works together with the Judiciary Power and the government to fight against corruption, and with international organizations, among others.
- ▶ The National Secretariat for the Fight Against Money Laundering and Terrorist Financing (SENACLAFT by its Spanish acronym) advises the Executive Power on the national strategy



to combat money laundering and terrorist financing, based on the development of preventive and repressive actions and on financial intelligence.

- ▶ The Central Bank of Uruguay (BCU by its Spanish acronym), through the Financial Information and Analysis Unit (UIAF by its Spanish acronym), monitors and systematizes information, and optimizes the analysis of different threats and risks, thus mitigating the vulnerabilities of the different sectors of the national economy. The role of the Uruguayan Association of Public Notaries, which must report any suspicious activity, is also essential.

## **Users:**

The public sector (all state and non-state agencies, services and entities), the non-financial sector and non-profit organizations.

## **Who is it aimed at?**

Public institutions responsible for these public policies.

## **Why is it considered a best practice?**

- ▶ It defines the national strategy in terms of public ethics and the fight against corruption, promoting inter-institutional coordination.
- ▶ It promotes free access to training on the matter through workshops for government officials and for the private sector.
- ▶ Uruguay has the capacity to provide training to other countries in the region and share successful outcomes.

## **Additional information to consider before the implementation:**

- ▶ Political will to promote a substantial cultural change is a must.
- ▶ Institutional commitment to make the necessary changes to facilitate the implementation of this strategy is highly recommended.
- ▶ Technology to develop and update complex statistical databases should be available.