AGENDA
UruguayDigital 2025

Resilient digital society

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Digital Uruguay today

The development of digital technologies has significantly affected the socio-economic changes at a global level. It has radically modified the way in which people learn, produce, work, consume; it has modified the way in which we interact with each other and with the government, and the ways in which we use our free time. The speed at which changes were being produced and the ubiquity of the digital world sustainedly transformed the behaviour of people, companies, and leaders. But in this year of global sanitary emergency, these changes are taking place in all countries and in all areas of activity, in an accelerated manner, generating unprecedented impacts on the way we live, which represent big challenges for States.

Our country, which has had a ground-breaking approach in digital development and incorporation of technologies of information and communication, is still facing the considerable challenge of taking the use of those technologies further. Although almost nine out of ten Uruguayans are Internet users and the offer of digital services of the government is very broad, such services are still far from being incorporated by the majority of the population and there are still persisting barriers and challenges for many individuals.

Within this context, Uruguay presents its Digital Agenda 2025, which reflects the strategic priorities which shall define the path of digital development and will enable it to move towards the country vision built for the five-year term. It is intended to make progress with medium-term aims, which reinforce the commitment towards sustainable development and with the boost of a Digital Society that leaves no one behind. For such purposes, the strategic lines promote the inclusion of digital technologies in all the sectors of public policies and are addressed at all the actors of our society, always from a person-centred approach.

This Agenda is the continuity of a process of digital policy, originated in the year 2000, which is progressive, sustained, and agreed upon among all the interested parties. This process allows to keep on making progress in the specific and visible development, consolidating Digital Uruguay.

Today we have the chance of showing our resilience capacity, of showing that the country is prepared for this moment. Expanding the use of communication and information technologies to face the challenges that are imposed these days: using such technologies to improve our working capacity, to become more efficient and transparent. Working to eliminate digital gaps, which is also working to eliminate social gaps, a global challenge to which no country is foreign.

Uruguay will face the challenges with the cooperation of all actors and with the commitment of our citizens who are now ready to face them.

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Digital Horizon 2025

This Agenda places an emphasis on principles of the government as public transparency, management efficiency, and nationwide scope, reaching the whole country with the digital transformation under equal conditions, and with the complement of the public and private sector.

Based on these principles, it is structured in twelve strategic objectives, classified into five main priority action areas for the government. Each objective has specific goals, which shall be implemented by diverse public and private organisations and monitored from Agesic under the Presidency of the Republic, on a continuous basis. The set of initiatives integrates the gender-equality perspective, both in its preparation as well as in the follow-up, catering for all the forms in which the gender digital gaps are expressed. These shall play a relevant role in the aims´ progress and attainment analysis so that the incorporation of technology contributes to their reduction.

Moving towards 2025 with the execution of the initiatives proposed in this Agenda implies undergoing a path that guarantees the use of technological advancements to make sure no one misses opportunities, generating a direct impact on the integration of citizenship and economic development.
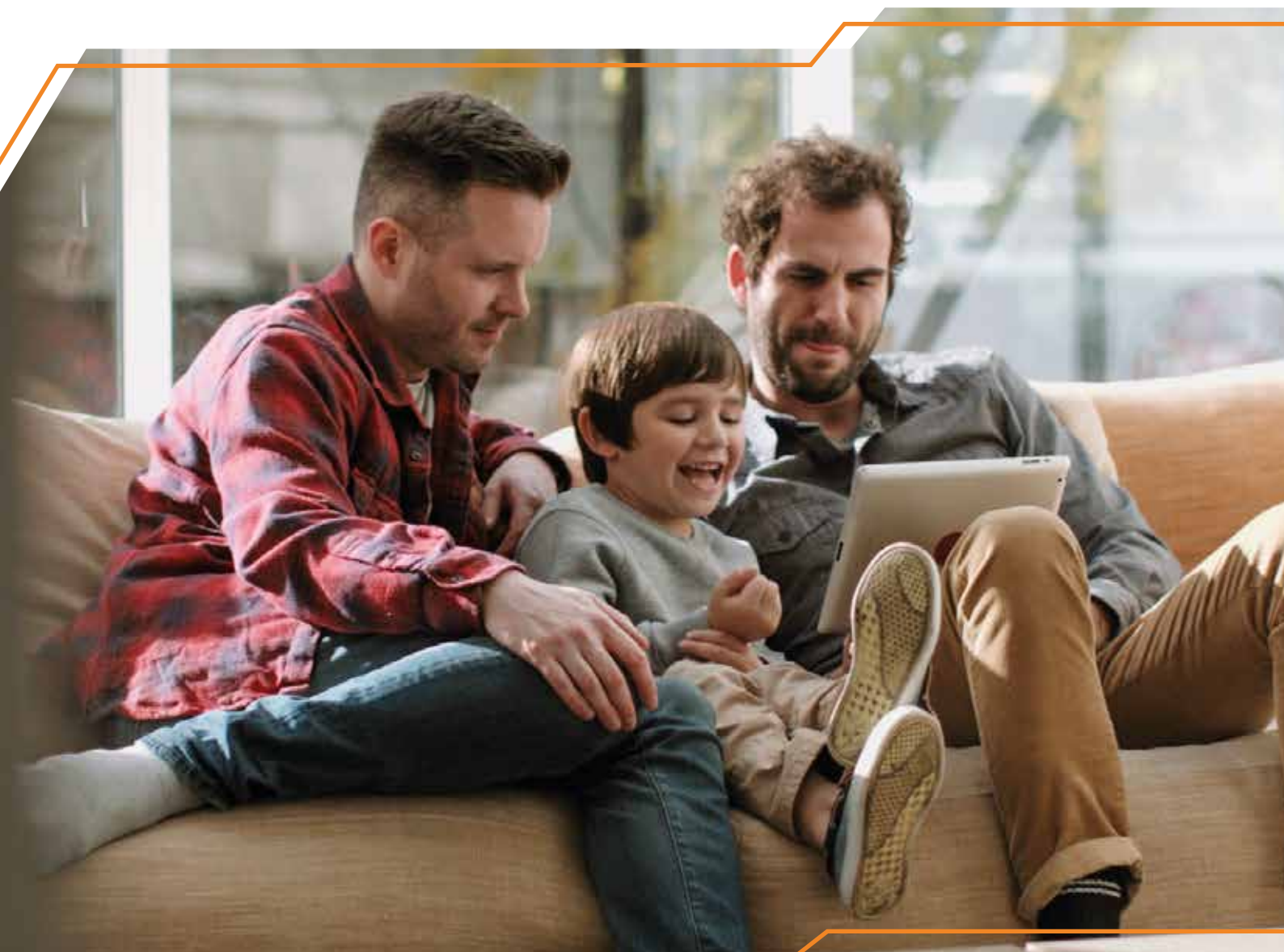
Inclusive digital society

The development of the digital society has experienced an unprecedented acceleration during 2020 and several dimensions of the persons ´lives were sustained on the basis of digital solutions. These changes also present urgent social challenges for integration and full citizenship development.

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Objective I
Digital citizenship

To ensure that all persons can acquire skills and competencies to exercise their rights and obligations in the digital environment, as a fundamental space for socialisation and participation.

(1) 1. To foster the development and digital skills and competencies in all the persons through a national and interinstitutional strategy and awareness campaign.

(2) 2. To incorporate the teaching of digital skills and competencies in formal education through the inclusion of content in all educational levels and with an emphasis on the centres with high social and educational vulnerability levels.

(3) 3. To advance towards digital citizenship participation, strengthening and broadening the existing participation spaces and processes, at a national and local level.

Responsible institutions:
National Public Education Administration
Agency for Electronic Government and Information Society, and institutions.
Digital Citizenship Group
Ministry of Education and Culture
Ministry of Industry, Energy, and Mining
Ceibal Plan
Universities

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Objective II
Integration into the community

To take advantage of digital technologies as a tool for social integration, promoting actions to favour access to knowledge and services by the different segments of the population, mainly those with greater levels of disconnection.

(4) To implement combined pedagogical formats in all formal educational levels, which, with mediation of technology, guarantee quality learning and contribute to the integration of centres, families, and the community.

(5) To develop a digital strategy for seniors, that strengthens their socio-cultural integration, through the access and appropriation of digital content and resources.

(6) To achieve the digital accessibility of the services and information provided by the State and priority sectors of private activity and to promote actions to monitor their compliance.

(7) To enhance the digital adoption of health services, developing outpatient prescribing with digital prescription, integrating the summary of the patient into the electronic medical record, and updating the communication processes of the sanitary authority with healthcare providers.

(8) To design a digital inclusion strategy for rural population, with an emphasis on rural women.

(9) To maximise the territorial deployment of the National Police, implementing a virtual station, with digital access to the services provided by the offices of the Ministry of Interior, available 24/7 and from anywhere.

(10) To democratise the access to culture, reaching the whole country, through the development of the program Culture at Home, with digital contents that combine visual arts, performing arts, cinema, audio-visual content, lyrics, and music, for kids, teenagers, and adults.

(11) To facilitate the access to educational scholarships through online integration of all national and international offer available in the country.

(12) To improve the equality in the allocation of social benefits, optimising the quality and integration of the information, and implementing processes for identifying and locating beneficiaries and services.

(13) To promote digital diplomacy incorporating technological tools to strengthen consular duties and improve the access to services and relation with the diaspora.

Responsible institutions:
National Public Education Administration
Agency for Electronic Government and Information Society, and institutions
Social Welfare Bank
Ministry of Social Development
Ministry of Education and Culture
Ministry of Livestock, Agriculture, and Fisheries
Ministry of Industry, Energy, and Mining
Ministry of Foreign Affairs
Ministry of Public Health
Ministry of Interior
Ceibal Plan
Universities

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Boost to competitiveness and innovation in strategic sectors

The digital development is essential to improve the productivity and competitiveness of the country, and an opportunity to generate positive impacts on the economic development. It is necessary to foster the innovation and integration of all parties involved, so as to provide the necessary conditions for the development of new business models and better job opportunities.

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Objective III
New strategies for employment

To give way to working conditions that adapt to the digital era, fostering digital vocations and generating competencies in the working force that allow to increase the productivity and meet the new employment demands.

(14) To transform the scope, quality and pertinence of career development and training through innovative learning experiences which integrate digitalisation, for the improvement of the employability of the economically active population.

(15) To expand the educational offer in technological careers, creating certifications in public and private institutions, accelerating the homologation system, coordinating the teaching training in the labour, technical, professional, and human sectors.

(16) To create skills for the new employment demands, studying the job markets of the diverse departments in Uruguay in advance.

Responsible institutions:
National Public Education Administration
Uruguayan Chamber of Information Technologies
National Institute of Employment and Professional Development
Ministry of Labour and Social Security
Ministry of Industry, Energy, and Mining
Sembrando Program
Universities

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Objective IV
Simple interaction with the State

To have a State that is collaborative and facilitates the economic development, with integrated services that simplify the interaction of companies with public institutions.

17 To respond to the needs of strategic sectors transforming services with a comprehensive view of the State, targeted at workers, entrepreneurs, migrants, small companies, and investors, among others.

18 To manage the borders in a coordinated manner through the integration of the State information systems and to enable electronic affidavits, streamlining the costs and times of foreign trade, tourism, and customs activities.

19 To incorporate Internet of things in the provision and management of public services such as energy, water, communications, and transport, with the installation of meters and sensors to improve the comfort of the clients and the competitiveness for the productive sector.

Responsible institutions:
National Telecommunications Administration
National Administration of Power Stations and Electric Transmissions
Agency for Electronic Government and Information Society
Social Welfare Bank
Ministry of Economy and Finance
One-stop-shop for Trade

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Objective V
Digital transformation in productive sectors

To modernise the productive processes, through the incorporation of technology throughout the whole value chain, and to drive innovative solutions, to contribute to the economic and sustainable development.

20 To promote the digital transformation towards a 4.0 industry, intensifying the adoption of IoT-based processes and automation in the strategic productive sectors, with the aim of promoting competitiveness. Furthermore, to drive circular economy, the efficiency in the use of resources and minimise the generation of waste in the productive process.

21 To contribute with the decarbonisation of the country developing digital platforms that facilitate the access to services related to electric mobility, other uses, and electric services, as well as to promote energy efficiency.

22 To develop the adoption of AgriTech solutions to move towards the publication of open data of the agriculture and fisheries sector, and to promote the empowerment of an entrepreneur community that may offer solutions to problems faced by the actors in the sector.

23 To move towards financial innovation management models, with the due regulatory framework, equal conditions and high technical and security standards that constitute the basis for the development of the sector and of new products.

24 To consolidate a national bank of climate and meteorological data, through the installation of a weather radar, the extension of the automatic weather stations and telepluviometer networks, providing systematised quality data.

25 To expedite traffic, improve road safety and reduce operating costs, through the complete automation of the tolls located in the national road network and the placement of radars in strategic junctions and populated areas.

26 To support digital transformation and skill generation processes in SMEs as promoter of sustainability and competitiveness, which enable the employment reconversion, market and product diversification, international insertion, and the reduction of territorial and social gaps.

Responsible institutions:
National Administration of Power Stations and Electric Transmissions
Agency for Electronic Government and Information Society
National Research and Innovation Agency
Central Bank of Uruguay
Uruguayan Chamber of Information Technologies
Uruguayan Institute of Meteorology
Ministry of Economy and Finance
Ministry of Livestock, Agriculture, and Fisheries
Ministry of Industry, Energy, and Mining
Ministry of Transport and Public Works
Universities

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Transparency, efficiency, and governance of the public sector

Digital transformation is a responsibility of the government. It is the basis for the construction of a free, open, and inclusive society. It has turned into an essential element to guarantee people´s right in the digital world, the adoption of mechanisms than enhance transparency and accountability, the efficient use of resources within the State, as well as to develop all activities that are necessary to provide quality services.

Objective VI
Data as asset

To optimise the intensive use of data and information, as key factor for an efficient decision taking, and a public, and efficient management, considering the aspects of ethics, privacy, responsibility, transparency, and no discrimination.

27 To strengthen the monitoring and assessment processes of public policies, as well as the integration, opening and visualisation of public data, promoting data science.

28 To use an integrated system of management of the people who work for the Government, consolidating data and services of different modules (emoluments, records, performance, career based on occupations, public service examination and promotions) focused on the person and basis for the decision-taking in human resources policies.

29 To integrate administrative files for them to be used as a source of information for official statistics, updates of sampling frame aiming at gathering information for population, housing, and farming census.

30 To contribute with the assessment and management of environment condition through the digitalisation of the monitoring process and the continuous update of the indicators, maps, and satellite images with regard to environment, water and climate change, as well as providing people of the public and private sector access to the information.

Responsible institutions:
Agency for Electronic Government and Information Society
Ministry of Economy and Finance
Agency of Monitoring and Assessment of Public Policies
National Statistics Institute
Ministry of Environment
Ministry of Economy and Finances
Ministry of Livestock, Agriculture, and Fisheries
National Bureau of Civil Records

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Objective VII
Digital enhancement in public organisations

To make changes in the management models, the organisational structure, the information systems and promote the development of digital competencies in the public sector.

31 To identify and develop digital competencies of public workers for them to evidence the digital transformation of the Government, within the framework of the new administrative career.

32 To enhance the internal management and the decision-taking ability of public organisations through the expansion and adoption of solutions of standardised tools for administrative management and digital documentation, preservation, and digital filing.

33 To strengthen the bond between the citizens and the role of the Legislative Branch, enhancing digital communication, filing and documentation.

34 To facilitate the process of filing tax returns and paying taxes for taxpayers, by the implementation of digital tools with pre-loaded data based on the information of electronic invoicing and other available resources.

Responsible institutions:
Agency for Electronic Government and Information Society
Ministry of Economy and Finance
National Bureau of Civil Service
Legislative Branch

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Objective VIII
Public Innovation

To promote the innovation and creativity, fostering the implementation of high added-value solutions and the development of new products and emerging services that allow the anticipation to the needs of people and companies.

35 To develop proactive services, implementing the digital document wallet, single access box, alert systems and applications focused on specific segments.

36 To increase the efficiency and transparency of public purchases, to optimise the hiring procedures and to strengthen transverse information technology systems in the Government: to make information available to the citizens and to apply business intelligence as support for decision-taking.

37 To contribute to strengthen the GovTech ecosystem and to launch the adoption of standards to be applied in the processes of digital transformation, redefinition and creation of services in the Government.

38 To implement systems to monitor and control programs and priority public works which through the application of technologies enable citizenship control and participation.

39 To strengthen the performance of the departmental governments through the implementation of initiatives of smart cities, stressing the local and sustainable development to improve the rendering of services.

40 To enhance the mechanisms of consumer´s rights by implementing a digital platform to carry out mediation hearings and the independent management of consumption conflicts, encouraging the self-management and transparency of results.

Responsible institutions:
Regulatory Agency for State Procurement
Agency for Electronic Government and Information Society
Congress of Mayors
Ministry of Economy and Finance
Ministry of Transport and Public Works
Office of Planning and Budget
National Bureau of Civil Service
Universities

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Enhancing the infrastructure of telecommunications, connectivity, and cybersecurity at a national level

Being more connected means creating more opportunities, but also being more dependent on the infrastructure and connectivity and becoming then more vulnerable. Therefore, today, more than ever, it is important to display all components of redundancy and safety by implementing a resilient strategy that enables the combination of investment and public-private use.

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Objective IX
Global quality connectivity

To guarantee the wired and mobile quality connectivity in all the national territory, minimising geographic inequities in the access and use of telecommunications used by people and companies.

41 To enhance the use of telecommunications, improving the connectivity of the mobile services, the availability of the infrastructure, as well as the optimisation of the use of the national radio-frequency spectrum, including the addition of new frequency ranges destined to the display of new technologies of radio-communications and the articulation among operators and other key parties to implement the services throughout the national territory.

42 To develop resilient networks through the analysis of critical infrastructure of telecommunications that guarantee the availability of services.

43 To improve the quality of the service, through the technological adaptation to the network, the optimisation of the administration in homes and to advance regarding the 5G technology at a national level by following the environmental standards.

44 To ensure internet connectivity inland, whether by FIBER TO THE HOME in towns of at least 3,000 inhabitants, or by completing the coverage of fourth generation mobile technology at a national level.

45 To strengthen the communication infrastructure in the prisons throughout the country that allow services such as telemedicine, virtual education, legal hearings, generating savings and reducing escape risks.

Responsible institutions:
National Telecommunications Administration
Ministry of Industry, Energy, and Mining
Ministry of Interior
Regulatory Unit for Communication Services
Universities

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Objective X
Cybersecurity

To increase cybersecurity to prevent and mitigate risks in the cyberspace and make progress regarding compliance with the national cybersecurity framework, based on the public and private cooperation, guaranteeing the availability of critical information assets.

46 To adopt the Cybersecurity Framework in critical services, infrastructure, and networks for the country, granting greater security, standardisation, and reliability to all actors of digital development.

47 To develop and promote training pathways in cybersecurity for the development of skills through formal and non-formal education.

48 To improve the efficiency of cyber incident detection and response, through the implementation of new technologies that allow the application of predictive analysis and response automation, among others.

Responsible institutions:
National Public Education Administration
Agency for Electronic Government and Information Society, and institutions
Uruguayan Chamber of Information Technologies
Regulatory Unit for Communications Services
Universities

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Objective XI
Government as platform

To enable the integration, exchange and optimised consumption of services and data, by the public and private sector, in a safe and controlled environment.

(49) To increase the use of interoperability and advanced digital signing, in the public sector and extend to the private one, to simplify, endorse and provide better services to persons and companies.

(50) To have a centralised national address service and progress in the development of a national demographic register.

(51) To make the use of the digital identity national integrated system widespread to guarantee the verification of the identity of the persons in the digital environment.

Responsible institutions:
Agency for Electronic Government and Information Society
Spatial Data Infrastructure
National Statistics Institute
Ministry of Economy and Finance
Ministry of Interior

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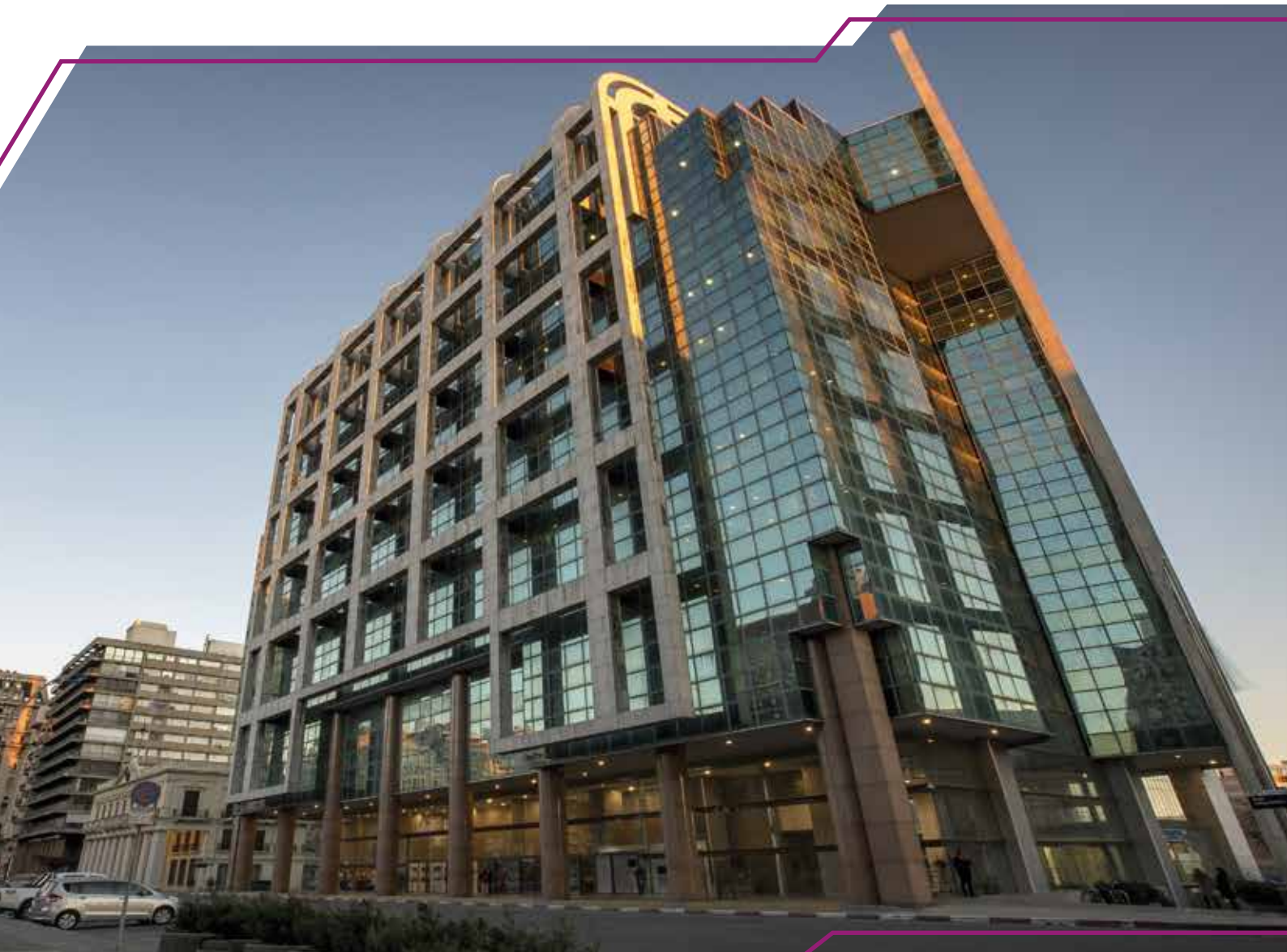
Regulatory framework enabling the national digital policy

The technological developments must come with a solid institutionality, a human rights recognition framework and a construction of safe environments and of legal reliability. In a society, not only obligations are shared, but also rights and opportunities. Strengthening democracy requires a continuous construction, driving changes, being open to face new challenges and acknowledging the value of collective knowledge.

Objective XII
Legal security for digital transformation

To assemble a comprehensive and continuous agenda, which analyses and evolves the regulatory framework, promoting its knowledge and adoption, in collaboration with all involved actors.

52 To promote the necessary regulatory adaptations to adjust to the technological advancements, prioritising the improvements in the administrative procedures within public entities and in the interaction with people, the mechanism for information exchange between public and private entities, and the management of ventures in the digital field.

53 To adapt to regulatory frameworks in order to collaborate in the exercise of rights by persons and companies in digital environments, focusing on aspects regarding accessibility, copyright, consumer rights, anti-trust, data protection, security, transparency, and cybercrime, also promoting the compliance with international standards and conventions in those matters.

Responsible institutions:
Agency for Electronic Government and Information Society

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Assessment and Monitoring Design

The strategic guidelines of the government and the development policy of the country served as the basis for the preparation of the Agenda Uruguay Digital 2025. It is in line with the Sustainable Development Goals (SDG), with the World Summit on the Information Society (WSIS).and with the Digital Agenda for Latin America and the Caribbean (ELAC).

The Agenda was structured by considering all this input, defining five action areas and twelve strategic objectives. The following elaboration stage consisted of the identification of priority initiatives through interviews with authorities of organisations and institutions involved in the digital policy of the country and with the members of the Honorary Advising Board for the Information Society (CAHSI for its acronym in Spanish).

This gathering of initiatives was followed by the design of goals, which provide cohesion, sense, and direction to the initiatives of the organisations and institutions, turning them into the digital policy of this five-year term. These goals are supported by the authorities in charge of its implementation, the Executive Council Board (CDH for its acronym in Spanish) of Agesic and the CAHSI; likewise, these are considered in the budget planning of the institutions in charge of the execution.

Monitoring and assessment of results

A continuous monitoring system and an intermediate revision are also part of this agenda. Each goal shall be monitored by one or more indicators, for the progress of its compliance to be measurable. This follow-up will be carried out through a matrix of indicators of public access through a website, and biannual reports of the advances will be made after the analysis.

As the party in charge of the coordination, Agesic will be responsible for the monitoring during the execution period of AUD 2025, as a sign of commitment to keep a smooth and regular dialogue with the various actors during the five-year term.

On the other hand, the AUD 2025 will carry out frequent assessments of results, focused on the levels of adoption and satisfaction with the digital services in the population in general and in priority sectors, such as women and rural population. The source of the quantitative data will be the regular studies coordinated by Agesic, such as the Survey of Use of Information Technology and Communications (EUTIC for its acronym in Spanish) and the Study of Behaviour, Attitudes and Practices of the digital Citizens (CAP for its acronym in Spanish). The qualitative information shall be gathered through diverse techniques, which include discussion groups and in-depth interviews.

The process of monitoring and assessment shall be carried out with a gender perspective, with the aim of measuring the incidence of each initiative of the Agenda on the inequality between women and men, in particular on the gender digital gap.

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Intermediate Revision

The rare context created by the
COVID-19 pandemic during which
this process took place, in addition
to the quick advance of technology
requires the agenda to be an "alive"
tool. Therefore, at least one
medium-term update will take place,
allowing to review the progress of the
bundle of proposals as well as to add
new ones.

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