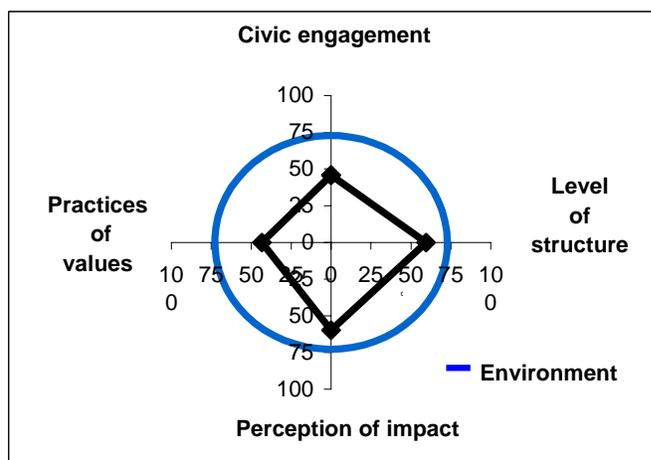


## URUGUAY

### The many synergies of implementing the CSI in a UN “Delivering as One” pilot country



Results in Uruguay:

- Contributed to the country's ongoing process of decentralization in public administration and local governance by consulting civil society actors and developing their capacity.
- Developed synergies and initiatives between civil society networks, the Government and the United Nations.
- Highlighted key issues in which civil society capacities need to be strengthened.
- Increased accountability and transparency of civil society organizations.

## EXECUTIVE SUMMARY

This case study presents the lessons learned and achievements attained by the implementation of the CIVICUS Civil Society Index (CSI) as part of the United Nations “Delivering as One” (DaO) pilot experience in Uruguay. For the DaO, civil society organizations (CSOs) were identified as key stakeholders and participants in a country's development. The UN system in Uruguay has made several efforts to strengthen and include civil society actors in carrying out international cooperation.

Uruguay has implemented two CSI projects (in 2005 and in 2009). The 2009 CSI identifies the progress and setbacks in CSOs' work during the last five years. Weaknesses persist, particularly relating to the low participation of individuals in CSOs, communication difficulties between CSOs, lack of transparency and accountability, and a weak capacity to influence public policies. However, the socio-political, socio-economic and cultural reforms of the last five years have improved the operational environment for civil society. The results also show that the perception of impact of CSOs' actions is higher in 2009 than it was in 2005, indicating that they are more highly valued in society and positively regarded by public opinion.

The 2009 CSI was implemented as one of the joint projects financed through the Uruguay One UN Coherence Fund. In this execution modality, the joint project incorporated a Management Committee where all key implementers in the country (CSOs and UN Agencies) had a voice in how the activities were executed. Additionally, the joint project set up a Consultative Committee composed of civil society representatives to provide feedback, advice and recommendations on the implementation of activities.

The 2009 CSI took into account the lessons learned in 2005, which generated new communication strategies between organizations around the country. It also improved channels used to disseminate findings and form alliances with other institutions, thus creating synergies with other initiatives.

Due to the specific timeline of the DaO process, it combined the diagnostic phase with training activities that brought together many CSOs from all over the country. This enabled the UN to maximize participation and develop a strengthening plan for CSOs. Another opportunity that presented itself was an International Forum to bring together more than 100 national and regional organizations to discuss and create ways of exchange, generating stronger alliances and prospects for cooperation.

## INTRODUCTION

This case study presents the lessons learned and achievements attained by the implementation of the CIVICUS Civil Society Index (CSI) as part of the United Nations "Delivering as One" (DaO)<sup>1</sup> pilot experience in Uruguay.<sup>2</sup> Since 2007, DaO has been the framework for rethinking and better coordinating cooperation with and for Uruguay, and for the country's own visibility and international stage. The DaO experience has influenced the debate over so-called middle income countries (MICs) – also known as middle developed countries – and has positioned international cooperation and UN reform on the national and international agenda.

One of the central themes in the DaO approach in Uruguay has been to guarantee the inclusiveness of all stakeholders in cooperation for development. This includes civil society organizations (CSOs), and the UN system in Uruguay has made several efforts to strengthen and include them in carrying out cooperation for development.

The Government too has increasingly recognized the need to involve and strengthen CSOs in the definition, implementation, monitoring and evaluation of public policies. From 2005 to 2009, the Government engaged with CSOs in decentralization processes as part of the democratic transformation of the State aimed at involving citizens in the design, implementation, monitoring and evaluation of public policies. This process opened up the possibility for CSOs, including non-governmental organizations (NGOs) to participate in these processes. These efforts have continued with the new administration of President José Mujica that took office in March 2010.

One of the 15 joint projects implemented under the One UN Programme developed between the Government and the UN System in 2007 aims at strengthening and developing the institutional capacities of CSOs to improve their participation as key actors in various spaces.

To develop a strategy for CSOs that would foster the strength and inclusiveness of civil society, the UN System and the Government considered the results of the first Civil Society Index (2005), supported and funded by UNDP<sup>3</sup>. The following priorities were highlighted: promote greater participation of CSOs; seek mechanisms and tools that facilitate communication, exchange and cooperation among CSOs; strengthen smaller networks and organizations; implement self-evaluation and service certification practices; promote transparency and fiscal accountability; and strengthen the relationship with the State and the business sector to jointly seek solutions to the problems faced by the country.

As part of this joint project, a second implementation phase of the CSI was launched to take an updated "snapshot" of CSOs in Uruguay, surveying the progress and/or setbacks faced by CSOs and identifying best practices to be implemented to strengthen CSOs.

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<sup>1</sup> The DaO initiative aims at increasing the UN System's impact and efficiency by delivering in a coordinated way and through more coherent programmes, reducing transaction costs for governments and the UN by capitalizing on the strengths and comparative advantages of the different Agencies, Funds and Programmes. National leadership and ownership are considered key elements in the process. It also entails a new view of international cooperation, structured around four pillars: One Programme; One Leader; One Budgetary Framework, and One Office. Further information on the DaO experience in Uruguay is available at [www.onu.org.uy](http://www.onu.org.uy)

<sup>2</sup> The eight countries selected by the General Assembly to pilot the DaO approach are: Albania, Cape Verde, Mozambique, Pakistan, Rwanda, Tanzania, Uruguay and Viet Nam.

<sup>3</sup> Both the CSI projects were implemented by the Institute for Communication and Development (ICD), a Uruguayan CSO founded in 1986 aiming at producing knowledge and strengthening civil society and citizen participation. [www.icd.org.uy](http://www.icd.org.uy)

## **THE CONTEXT OF URUGUAY**

Uruguay is considered a relatively developed country in Latin America, ranking 52<sup>nd</sup> among 89 countries with “high human development” in the 2010 Human Development Report. Its population is estimated at 3.5 million, mainly concentrated in urban areas (1.5 million live in Montevideo, the country’s capital). Life expectancy is approximately 76 years, the literacy rate is 98% among people over 15 years of age, the combined school enrolment rate is 89% and per-capita GDP is US \$9,654 (PPP 2008).

The generally good economic and social indicators achieved by Uruguay may lead some analysts to believe that Uruguay (and others like it) is not prone to economic turmoil and the social crises that they bring. It may also be thought that Uruguay, and similar countries, can achieve high levels of human development, guarantee the fulfilment of the human rights, and develop a vibrant civil society completely on their own. For that reason, Uruguay and MICs in general receive little official development assistance (Uruguay received 0.1% of GNP in 2007 in ODA).

In fact, Uruguay has suffered deep and cyclical economic crises in the last decades that had devastating effects among the most vulnerable population (youth, women, minorities, etc.). Over the last four decades, Uruguayan society has faced serious obstacles in achieving sustained and sustainable economic growth, reducing the incidence of poverty and inequality in income distribution, and strengthening the quality of its policies and institutions. The country’s economic instability and vulnerability to external shocks is best represented by the 2002-2003 economic crisis that led to the highest levels of poverty known in recent decades. In fact, the country is still recovering from the subsequent ramifications of the deep recession.

Furthermore, the country’s social, cultural and administrative operations are highly centralized in urban areas, particularly in Montevideo, making it difficult for citizens and CSOs outside of the capital to access services and participate in policy debates. Many institutions, including all major universities, have their main campuses in Montevideo, which is also the administrative headquarters of all ministries and sub-divisions.

## **TWO CIVIL SOCIETY INDEXES: SIMILARITIES AND DIFFERENCES**

Two CIVICUS CSI reports have been produced in Uruguay, the first in 2005 and the second in 2009. The main objective of the CSI is to create a knowledge base and momentum for civil society strengthening initiatives. Having a clear understanding of the weaknesses and strengths of CSOs enabled organizations to identify and prioritize their actions to become more effective in shaping public policies. The CSI implementation process brought together different actors within civil society and their partners in a process of evaluation, reflection and planning. It also measured and evaluated the quality and impact of CSO activities, the nature of their relationships with other actors, the commitment and participation of citizens in those activities, and the promotion of values within the organizations.

In Uruguay, civil society encompasses long-standing movements, such as trade unions, peasants, professional organizations, and business organizations as well as many religious organizations. However, other actors have also “joined” civil society, such as citizens organized to improve their quality of life and defend their rights, or to seek responses to a social emergency at times of profound crisis.

Although the results presented in the two reports are not wholly comparable due to changes in the methodology, some progress and setbacks in the work of CSOs during the last five years can be identified. Weaknesses persist, particularly relating to the low participation of individuals in CSOs, communication difficulties between CSOs, lack of transparency and accountability, and a weak capacity to influence public policies. However, several improvements in the operational environment were identified. These improvements can be attributed to socio-political, socio-economic and cultural reforms. Similarly, the results show that the public perception of the impact of CSOs is higher in 2009 than in 2005, indicating that they are valued more highly in society and the public opinion.

The results of the 2005 CSI determined that civil society groups *operate in an environment that does not fully encourage or enable the performance of their activities, with an average level of development*

*in the promotion and practice of values, whose actions have a low impact and that have weak organizational structures*<sup>4</sup>. The major challenges identified were: promotion of greater participation; facilitation of communication; development of exchange and cooperation; greater public visibility of activities; promotion of transparency and public accountability; and strengthening the relationship among CSOs, the State and the private sector.

Four years later, the results of the 2009 CSI showed that Uruguayan civil society *acts in a highly enabling environment, with a medium level of institutional development, performs actions with a high relative impact, and a high level of organization. However, participation remains low as does the practice and promotion of values.*<sup>5</sup> The level of civic engagement and participation of people continues to be relatively low, and participation in social organizations is lower than in political organizations. However, social volunteering grew in recent years to 20% of the population.

Although formally registered CSOs have grown in number, they lack trained staff in the areas of management, communications and fundraising. While organizations identified tolerance, respect, and non-discrimination as common values in their daily work, they highlighted the need to improve and deepen transparency and accountability.

Publicly, CSOs are perceived as active and successful in mobilizing the general society and contribute to the reduction of poverty and generation of employment. Some reported a high level of impact and involvement in working with the Government while others saw themselves playing a secondary role with little space to influence the decision making processes.

The latter perception contrasts with the findings on the operational environment for CSOs, which is seen as highly favourable, with very few restrictions from the Government. Since 2005, the Government has led a series of policy reforms that stimulate the creation of CSOs and their participation in public policy. It has fostered new spaces for dialogue and increased opportunities to access information, such as public announcements of when national commissions and councils meet. It has also increased information and access to services through local offices and via the internet and implemented decentralization efforts that include local-level governance and citizen participation. Local governments have instituted "participatory budgets" that enable local communities to approve certain projects that benefit their neighbourhoods, and provide CSOs with access to grants.

### THE IMPACT OF THE 2005 CSI

Three main impacts can be identified as a result of the 2005 CSI. First, CSOs addressed the need to improve their accountability and transparency, as noted in the 2005 CSI, through the development of codes of ethical conduct that promote the regulation of values, institutional behavioural practices, and transparency and accountability of their actions. The National Association of NGOs (ANONG in Spanish), an organizing body for many CSOs in Uruguay, was one of the pioneers in adopting and implementing a code for all its members in 2008.

*"It is in the interest of the State to recognize and guarantee citizens' rights. This implies creating instances of active participation by civil society organizations, not only in the execution of plans, programmes and projects, but through dialogue between the State and civil society. We understand that CSOs have an important role in demanding and guaranteeing the attainment of citizens' rights." - Mariella Mazzotti, former Director, National Directorate of Citizen Development, Ministry of Social Development*

Second, on accountability of State institutions and organizations, during the same period, CSOs advocated for the adoption of a law that guaranteed access to information to make public certain information available within State institutions and organizations. After some years of discussion, the Law on Access to Public Information (Law 18.381) was enacted in August 2010. It enables access to public information through simple procedures, makes public procedures transparent and promotes accountability.

Lastly, the impact of the 2005 CSI is also recognizable in changes in Government entities. The 2005 CSI emphasized

<sup>4</sup> For details on the CSI dimensions and methodology please refer to <http://www.civicus.org/csi/csi-methodology>

<sup>5</sup> Bettoni Analía, Cruz Anabel: *Índice CIVICUS de la Sociedad Civil; Una herramienta de investigación; una herramienta para la acción. Avances y necesidades en el fortalecimiento de la sociedad civil uruguaya.* ANONG-UNESCO, May 2010.

the relationship between CSOs and the State. As such, as part of the governmental process to enhance citizen participation in all public spheres and decision-making processes that began in 2005, the Ministry of Social Development has since created spaces for the participation of citizens and CSOs. These Social Councils engage participants in the development and access to social policies in all governmental Departments (local administrative regions). In the initial phase, the ministry found itself dealing with a very diverse number of CSOs whose participation in the Social Councils was hindered by their uneven capacities. To address this issue, the Government used the results of the 2005 CSI as inputs to the design of a national training module that showed CSOs how to best participate and be involved in Social Councils. This was a milestone in the relationship between Government and CSOs, especially for CSOs in the provinces. To date, most CSOs that received this training continue participating in the Social Councils.

## THE STORY - DELIVERING AS ONE AND STRENGTHENING THE CAPACITIES OF CSOs IN URUGUAY

As part of the DaO experience in Uruguay, a joint project was implemented to strengthen the institutional capacity of CSOs from May 2009 to October 2010. It was implemented by UNDP, UNESCO and UNFPA, in partnership with ANONG and other civil society networks and with financial support from the Uruguay One UN Coherence fund.

*"UNDP is in charge of implementing a specific component of the joint project: the Civil Society Index, which we supported in a previous effort; thus, we are interested in its continuity. This is a good chance to explore old issues such as the relationship between the State and civil society. Another relevant issue is the impact of CSOs' efforts; there is still much to debate on these issues."- UNDP officer*

One achievement of the joint project was the establishment of a Consultative Committee to provide a forum for civil society networks in the country to offer feedback, opinions, present requests, and coordinate actions implemented by the joint project including activities to hold the 2009 CSI. This forum helped in the implementation of the 2009 CSI as it provided broader coverage of and participation by from CSOs from all provinces. The Consultative Committee was composed of representatives of civil society networks from various sectors and with a national scope.<sup>6</sup> The committee advised the joint project's Managing Committee (the technical-level decision-making body with representatives of national counterparts and participating UN organizations)<sup>7</sup> and guaranteed further representation of CSOs in the joint project.

The key objectives of the joint project were: 1) to analyze the situation of CSOs (capabilities, strengths, weaknesses, and deficits); 2) to generate discussions and disseminate the results; 3) to develop activities to strengthen CSOs, civil society organizations especially in the interior of the country and to reinforce their institutional capabilities to achieve their objectives; and 4) to develop capacities in CSOs to monitor and follow-up public policies using the human rights based approach. In particular, the project focused on the promotion of organizations based in the provinces, , as these CSOs have argued that due to low levels of decentralization, they have less access to information and to resources – including access to funding – and they are less consulted on issues that eventually affect their work.

To achieve these objectives, the work plan included the implementation of a second CSI in 2009 to assess civil society in terms of their level of organization, areas of involvement and actions being undertaken. To this end, surveys of civil society organizations and a public opinion poll were undertaken. The effort also included the organization of an international forum on the status of civil

<sup>6</sup> The members of the Consultative Committee were: ANONG, the National Association of Micro and Small Enterprises (*la Asociación Nacional de la Micro y Pequeña Empresa*), the Committee on the Rights of the Child (*el Comité de los Derechos del Niño*), Afro World (*Mundo Afro*), the National Commission on Women for Democracy, Equality, and Citizenship (*la Comisión Nacional de Seguimiento – Mujeres por democracia, equidad y ciudadanía*), the Interamerican Platform on Human Rights, Democracy and Development (*la Plataforma Interamericana de Derechos Humanos, Democracia y Desarrollo*), the Environmental Network of NGOs (*la Red de ONGs Ambientalistas*), and the Uruguayan Network against Domestic and Sexual Violence (*la Red Uruguaya contra la Violencia Doméstica y Sexual*).

<sup>7</sup> Management Committees for the joint projects funded through the Uruguay One UN Coherence Fund are composed of national partners in the implementation (ANONG in this case), the Office of Budget and Planning, participating UN organizations (UNDP, UNESCO and UNFPA in this case) and the Resident Coordinator's Office.

society organizations capacity-development activities for CSOs. Workshops were held in several regions to build a local common agenda prioritizing and identifying the main areas to be strengthened.

### **THE STORY - SYNERGIES CREATED THROUGH THE 2009 CSI**

Because the CSI was implemented as part of a joint project financed through the One UN Coherence Fund through the DaO pilot experience, there was a limited timeframe for its implementation. To expedite the process, the implementation of key activities had to overlap. Among these activities were the CSI diagnosis phase (identifying CSO strengths, weaknesses, and needs), the organization of training workshops in the interior and an International Forum to discuss organizational structures, strengthening, and public policy advocacy.

This overlap allowed ANONG (as the implementer of the CSI) and the Management Committee to combine the CSI diagnosis with training activities and gather CSOs from all over the country in four workshops held from September 2009 to March 2010 in the interior. More than 300 participants<sup>8</sup> met in the regional workshops to discuss the characteristics of local organizations, develop a diagnosis of their weaknesses and strengths collectively, and generate a common action plan to be implemented throughout the joint project's activities. The resulting action plan aimed at improving policy capacities, and the autonomy and impact of actions of CSOs. In addition, the workshops allowed for the collection of data for the CSI, reaching a wider range of organizations and individuals than was originally foreseen, including many grassroots organizations.<sup>9</sup>

One of the key achievements of the workshops was that they took place in small towns in the interior, with small and diverse organizations that were introduced to the CSI for the first time. The majority of workshop participants occupied key positions in the organizations represented and came from the country's interior; only five per cent of participant organizations were based in the capital. Most participants were women. For many organizations, these workshops were an opportunity to exchange experiences and information with other regional and/or local CSOs; for others, they offered a space to create connections and/or strengthen existing ones.

*"I have become more aware of the rights of civil society organizations vis-à-vis the State. We are not alone in this effort, and thanks to this project, we had access to new tools that otherwise we could not afford. While most of us are people with great enthusiasm for what we do, very well-intentioned, and concerned about 'equity issues', we have quite limited resources and tools." - Testimony of a regional forum participant*

This collective exercise also helped participants to visualize the CSI as a concrete and relevant tool that is relatively easy to use. The workshops also showed participants how the tool could generate a collective diagnosis while, at the same time, helping individual organizations conceptually organize their introspective debates.

Another relevant synergy was created between the 2009 CSI and the organization of an International Forum. The International Forum<sup>10</sup> brought together more than 100 national and regional organizations from around the country to discuss and create exchange opportunities. The programme included a segment for the CSI to be presented by the Institute for Communication and Development (ICD, the implementing CSO in Uruguay) and other implementing CSOs in Argentina, Venezuela and Chile. In this space, participant organizations shared and compared the results of implementing the CSI in the region, deepening their understanding of the instrument and analyzing possible causes of their

<sup>8</sup> In this experience, four workshops were held targeting organizations of all Departments (local administrative regions) – excepting the capital. The workshops brought together 310 representatives from 173 CSOs based in 15 out of the 19 Departments of the country.

<sup>9</sup> Groups that attended included: environmental organizations; women's organizations; youth, religious and defence of rights organizations; local development organizations; community (neighbourhood commissions, committees of support), sports and recreational organizations; cultural and artistic organizations; organizations working on the preservation of cultural heritage of indigenous and traditional peoples; organizations that focused on education, advocacy and the promotion of human rights and were active in education and social research; civil society organizations working with children; housing organizations and self-constructed cooperatives; media watch-dogs; non-profit business associations; business and professional organizations; and development solidarity networks and local civic associations.

<sup>10</sup> The International Forum took place in Montevideo on October 1-2, 2009. This activity was one of the components in the joint project, and it aimed at discussing the state of the Uruguayan civil society and its emerging issues.

weaknesses and strengthens. The discussion was compiled in a book which includes a specific section on CSI implementation in the region.<sup>11</sup>

Finally, another innovative synergy brought about by the implementation of the CSI was the efficient use of resources through the creation of alliances. In 2009, the Ministry of Social Development, UNDP, and United Nations Volunteers agreed to carry out a national survey on volunteerism. The survey added a few volunteer-related questions to the original questionnaire used the ongoing data collection process of the CSI. The efficient use of resources made it possible to develop a survey and a case study that ultimately enabled a better understanding of the growth and the value of volunteerism in Uruguay. Results showed that 20% of the population performed some kind of voluntary work, and more than 43% had volunteered at least once in their lifetime. This survey prompted the beginning of a National Dialogue on Volunteerism and Social Commitment in 2009.

*"The updated CSI allowed us to form a clear picture of where our members are working and what their demands and needs are. We also obtained valuable input for maintaining a dialogue between the State and civil society. It allowed us to think about a new institutional structure for civil society, and enhanced discussion on the role of civil society in relation to other networks and with the State."- Daniel Miranda, former Secretary of ANONG*

In the words of the Ombudsman on the rights of citizens of Montevideo, "The CSI has allowed us to identify civil society capacities and to identify the political roles of organizations in the design and execution of public policies. It strengthens democracy and the establishment participatory processes; these kinds of initiatives help us become accountable, to professionalize the work and to better position the Uruguayan civil society."<sup>12</sup>

### **IMPACT OF THE 2009 CSI**

The 2009 CSI in Uruguay integrated the lessons learned in 2005 and, as a result, it generated new communication strategies between the organizations around the country. It also improved the channels used to disseminate the findings and the means to create alliances with other institutions, and it created synergies with other initiatives.

Through the support provided as a DaO pilot experience, this effort built confidence and trust among CSOs as these generated new relationships between them and with the UN based in dialogue for the generation of collective actions. Additionally, the CSI showed that capacity-development can become, at the same time, a learning process for CSOs to improve their ability to analyze, organize, build networks and do advocacy.<sup>13</sup>

<sup>11</sup> Based on the forum presentations, a book was edited where main topics of the debate are published. *Avances y necesidades en el fortalecimiento de la sociedad civil uruguaya*. ANONG-UNESCO, May 2010.

<sup>12</sup> Based on Fernando Rodríguez' testimony. *Para ampliar su impacto y mejorar sus prácticas: propuestas de la sociedad civil Uruguay* February 2010.

<sup>13</sup> Jones, Mercedes, *Programa de Fortalecimiento de las Organizaciones de la Sociedad Civil (OSC) Informe de Relatoría*. Foro del Sector Social-Buenos Aires. Argentina 2003.

## SELF-ANCHORING AND TRANSVERSAL ASSESSMENT TABLE

<i>Criteria</i>	<i>Assessment (High, Medium-high, Medium-low, Low)</i>
Geographic inclusion	<b>High.</b> The steps taken to implement the CSI in Uruguay, through the DaO experience, have contributed greatly to engaging with a range of organizations, especially in rural areas. Four workshops were held in the interior allowing many CSOs in rural areas to participate and to become engaged.
Organizational	<b>High.</b> The 2009 CSI allowed CSOs to participate in capacity-development activities that would strengthen their organizational structures and abilities to advocate, monitor, and evaluate public policies supported by the State and the United Nations.
Transparency	<b>Medium-High.</b> The 2005 CSI demonstrated that CSOs in Uruguay needed to improve the transparency and accountability of their operations. The 2009 CSI continues to highlight this need; however, more CSOs are aware of the issue and have taken steps to enhance their financial transparency as well as increase access to information through websites and public announcements.
Effectiveness	<b>High.</b> CSOs have been strengthened through the implementation of the 2009 CSI especially as it was part of the DaO pilot experience. This gathered interest and participation from many other CSOs outside of the capital and helped to create a Consultative Committee, providing many CSO networks with an opportunity to participate and present their recommendations. This resulted in a strengthening plan that addressed the needs and concerns of CSOs throughout the country.
Inclusiveness	<b>High.</b> The 2009 CSI was very inclusive through the Management and Consultative Committees; over 100 Uruguayan organizations participated in an International Forum. Furthermore, covering rural and semi-urban areas of the country was essential; this was successfully achieved as only five per cent of the participants in the workshops were from Montevideo.
Efficiency	<b>High.</b> The implementation of the 2009 CSI was very efficient as it generated many synergies that contributed to the DaO experience and to the achievement of a national priority.
Sustainability	<b>High.</b> The 2009 CSI and the joint project that implemented it developed several mechanisms for CSOs to collaborate, organize, and participate. Particularly, the CSOs will continue in the Consultative Committee as they found it a meaningful forum in which to participate and express their institutional needs by generating institutional strengthening plans and activities.

## CONCLUSIONS AND RECOMMENDATIONS

Given the high level of diversity in the CSI workshops, both in terms of thematic and geographic representation, CSOs recommended the implementation of the CSI at the Departmental levels (local administrative levels) as this would set a baseline for the analysis of the situation of CSOs in different communities. This would also assist in the creation of well-targeted strategies to strengthen the capacities of CSOs at the Departmental level to have an impact on local development processes.

It was also recommended that the CSI should include the possibility of generating indexes by sectors, thus achieving a more precise snapshot of each dimension. It would also take into account the fact that CSOs have different strengths and weaknesses depending upon the sector to which they belong.

Finally, the implementation of the CSI as part of the DaO experience in Uruguay facilitated the processes of consensus, becoming a bridge between State and social institutions. It also generated spaces and capacities to dialogue in search of a national consensus by including opposition political parties, Parliament, civil society, academia, and the UN in its capacity as a convenor and facilitator.