



United Nations Uruguay
Delivering as One

Uruguay One UN Coherence Fund Final Project Narrative Progress Report

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Country and Thematic Area

Uruguay, Civil Society

Programme No: J

MDTF Office Atlas No: 66251

Programme Title:
Strengthening the capacities of civil society organizations in Uruguay.

Participating Organization(s):

Resident Agencies: UNDP, UNESCO, UNFPA

Implementing Partners:

National Association of NGOs (ANONG)
Communication and Development Institute (ICD)

Programme Budget (from the Fund):

UNDP	120,696
UNESCO	48,150
UNFPA	126,260
Total:	US\$ 295,106

Programme Duration (in months): 22

Start date¹: 14-Jan-2009

End date: 13-Oct-2010

Original end date: 30-Jun-2010
Revised end date: 13-Oct-2010 in accordance with the ToRs for the One UN Coherence fund the grace periods, and extension granted.

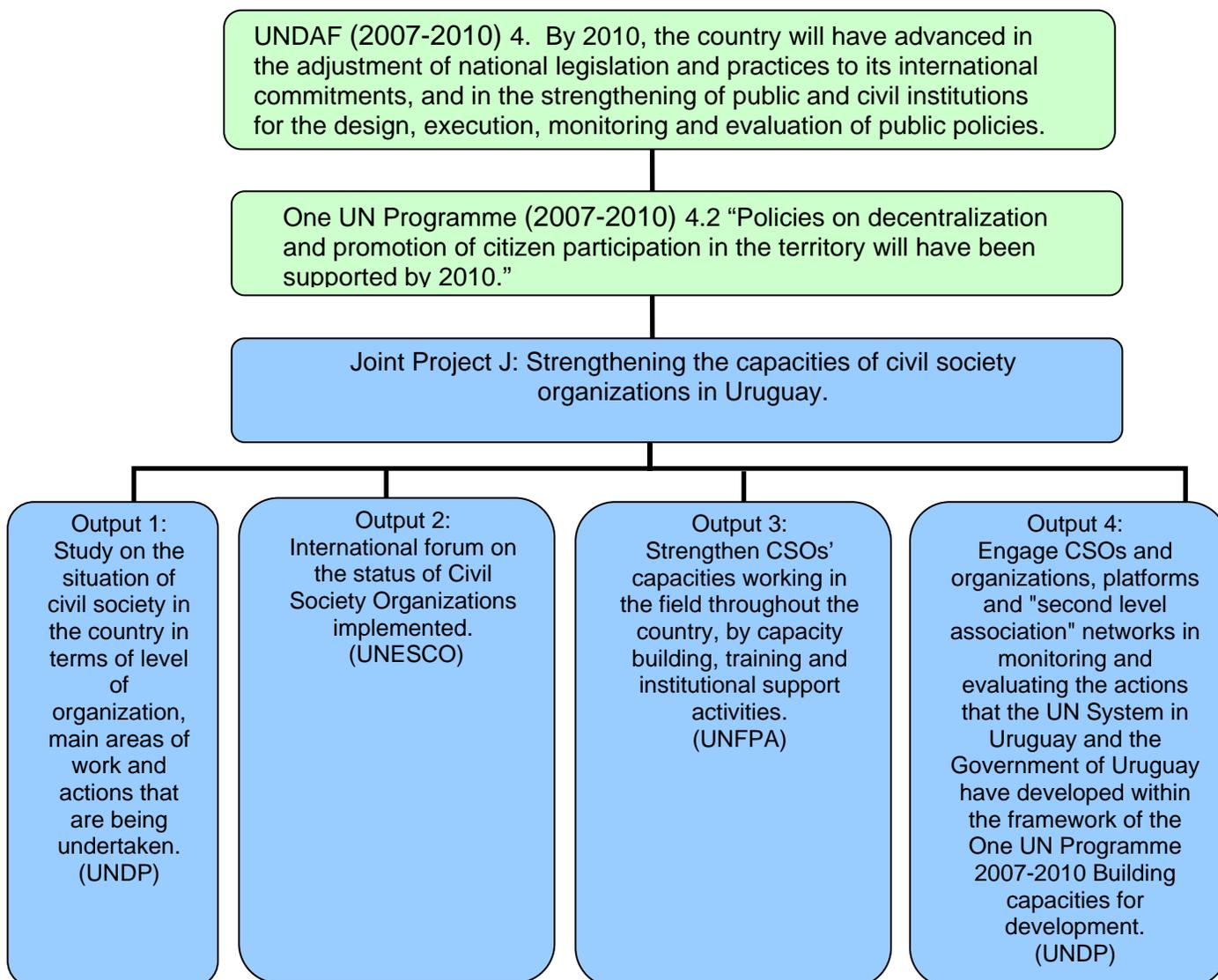
No budgetary revisions.

¹ The start date is the date of the first transfer of funds from the MDTF Office as Administrative Agent.

I. PURPOSE

Programme Description:	<p>This project was implemented in line with the objectives of the One UN Programme 2007-2010 “Building Capacities for Development” in Uruguay.</p> <p>This project strengthened and developed institutional capacities of civil society organizations to improve the effectiveness and success of their participation as key actors in various spaces. It enhanced the capacities of SCOs as key actors and ensured an active role by citizens in monitoring public resources, the democratic system and the UN Agencies.</p>
Development Goal:	<p>UNDAF (2007-2010) 4. By 2010, the country will have advanced in the adjustment of national legislation and practices to its international commitments, and in the strengthening of public and civil institutions for the design, execution, monitoring and evaluation of public policies.</p>
Outcome:	<p>One UN Programme (2007-2010) 4.2 “Policies on decentralization and promotion of citizen participation in the territory will have been supported by 2010.”</p>
Outputs and Key Activities:	<ol style="list-style-type: none"> 1. Study on the situation of civil society in the country in terms of level of organization, main areas of work and actions that are being undertaken. 2. International forum on the status of Civil Society Organizations implemented. 3. Strengthen CSOs’ capacities working in the field throughout the country, by capacity building, training and institutional support activities. 4. Engage CSOs and organizations, platforms and "second level association" networks in monitoring and evaluating the actions that the UN System in Uruguay and the Government of Uruguay have developed within the framework of the One UN Programme 2007-2010 Building capacities for development.

Outputs for the joint project J and their relation to the One UN Programme and the UNDAF



II. RESOURCES

Participating UN Organization(s)	Approved Joint Programme Budget	Approved Disbursements (2009)	Approved Disbursements (2010)
UNDP	120,696	82,604	38,092
UNESCO	48,150	48,150	-0
UNFPA	126,260	83,785	42,472
Total:	US\$ 295,106	US\$ 214,539	US\$ 80,567

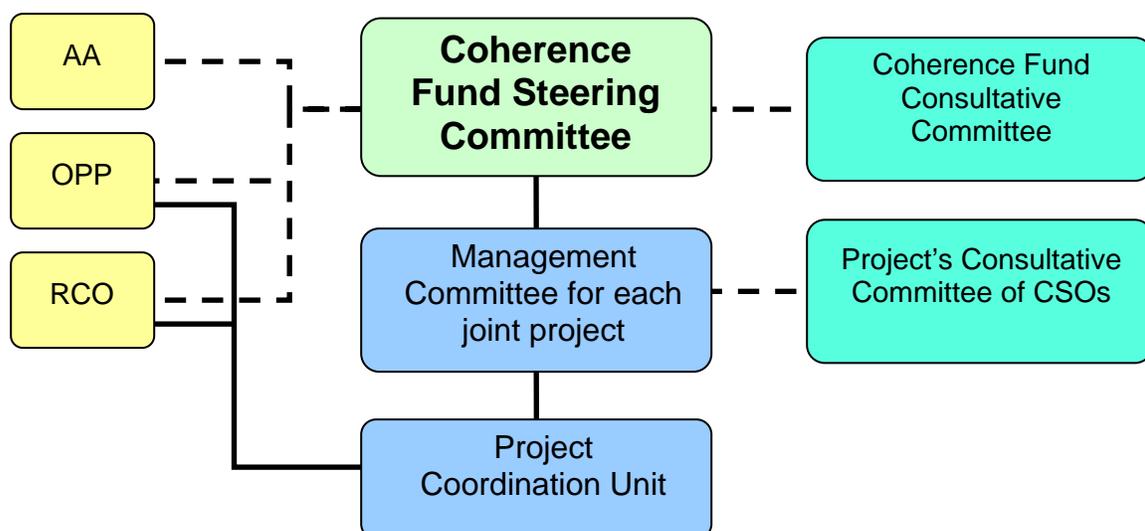
III. IMPLEMENTATION AND MONITORING ARRANGEMENTS

To support the One UN Programme (2007-2010), the Government and the UNS in Uruguay agreed to establish the Uruguay One UN Coherence Fund; a common, un-earmarked, development fund, under the leadership of the Resident Coordinator. The Uruguay One UN Coherence Fund supports the coordinated resource mobilization, allocation and disbursement of donor-contributed resources for the unfunded elements of the One UN Programme.

The Uruguay One UN Coherence Fund has several governance mechanisms to ensure proper management of funds, supervision of project execution, and monitoring of results. The mechanisms are: The Coherence Fund Steering Committee, The Coherence Fund Consultative Committee, The Management Committees, and the Administrative Agent (AA). This project specifically, has a Consultative Committee that provides recommendations and serves as the space where other CSOs can participate and express their opinions.

The members of the Management Committee were: Office of Planning and Budget (OPP), National Association of NGOs (ANONG), Communication and Development Institute (ICD), the Resident Coordinator's Office (RCO), the executing UN Agencies (UNDP, UNESCO, UNFPA) and the associated UN Agencies (FAO, IOM, ILO, UNIDO, WHO, UNEP, UNICEF, UNIFEM, UNV).

Governance mechanisms for the Uruguay One UN Coherence Fund and Project J.



IV. RESULTS

Partnerships and inter-Agency relationship. Impact on results:

The Management Committee gathered all relevant stakeholders in the joint project and was utilized as the space to share information and to reach consensus on issues related to the implementation of the agreed activities. National Counterparts often utilized this space as an interaction between their institutions. This was a positive externality facilitated by the joint project.

Throughout implementation, there was a very good level of collaboration among implementing UN Agencies (UNDP, UNICEF, UNFPA); this facilitated planning activities, adjusting the work plan according to suggestions made by the Consultative Committee –CC- (integrated by national NGO networks), and monitoring the implementation of the project. UN Agencies coordinated their efforts and often adjusted their implementation strategies according to the needs of the project as a whole.

Moreover, it is worth underscoring the effort of connecting the work done in the different project outputs with other initiatives that the United Nations System (UNS) is implementing.

Despite the good will and efforts demonstrated in-country by the UN Agencies, it is necessary to note the difficulties encountered by some Agency HQ units in the final financial rendition and the return of remaining funds to the Coherence Fund as agreed in the Terms of Reference.

Cross-cutting issues to be highlighted:

Cross-cutting issues such as gender, human rights and local development were permanently taken into account. NGOs participating in all activities develop actions within the three areas being it at the local level or regional country level.

One of the legacies of this project is the inclusivity and participation of non-traditional CSOs throughout the country in developing and strengthening skills to participate and contribute in public policy debates.

Difficulties in the implementation, lessons learned to improve management, and knowledge acquired as a result of evaluations and studies carried out throughout the year.

- Once the project document was finalized, it was presented to CSOs to afford them possibility of making adjustments to it considering the beneficiaries' perspective; thus a phase of adjustment of outputs, activities and results was implemented.
- There was a trade off between inclusiveness (encouraging participation of as many CSOs as possible is one of the main goals of the project) and speed of implementation of the activities during the first months of implementation.
- The project was implemented in close cooperation with organizations and networks; this led to some delays in decision-making processes and generated the need for a stronger coordination unit and a more active role of the implementing partner.
- Support received from the Resident Coordinator's Office, which followed up on project management, providing technical guidance and support, played a key role in ensuring the proper execution of the project.
- The fact that the project was designed in a flexible manner with participation from the national counterparts led to greater ownership.
- Throughout the process, there was incremental cooperation between UN Agencies thus generating greater synergies between outputs, which resulted in a coherent work plan and results.
- During closing activities for the project, several Agencies posed challenges on the financial

reports and return of unused funds to the One UN Coherence Fund.

Output 1: Study on the situation of civil society in the country in terms of their level of organization, the areas involved and the actions that are being undertaken. (UNDP)

- The Communication and Development Institute (ICD -- an NGO with previous experience in implementing the CIVICUS Civil Society Index (CSI)) was contracted to carry out the activities regarding the implementation of CIVICUS. A work plan was designed including the organization of the survey, the collection of information, the analysis of quantitative data and the collection of qualitative data to complement the results obtained.
- A Consultative Committee (CC) was created specifically for this project to incorporate the views of CSOs that did not have direct access to the planning of activities for the project. It consisted of 12-20 representatives and actors from various sectors of society.
- Survey among CSOs completed.
- Surveys on the perceptions of key stakeholders completed: State, social organizations, business sector, academia, international organizations and media.
- Public opinion survey on participation and the perception of the population in connection with the role of civil society conducted.
- Four case studies and review of secondary sources of information.
- Consultative meetings were held in different parts of the country to gather complementary qualitative data.
- National workshop was held with the participation of civil society and Government, academic institutions, international organizations, media and business sector, with the aim of examining and validating the research preliminary results.
- Findings from the CSI were disseminated among stakeholders as a relevant input to design actions. The CC took these inputs and developed a plan for strengthening CSOs in Uruguay. One of the legacies of this project is the inclusivity and participation of non-traditional CSOs throughout the country in developing and strengthening skills to participate and contribute in public policy debates.

Output 2: International forum on the status of Civil Society Organizations implemented. (UNESCO)

- Forum was held to:
 - Generate a discussion, at the national level with international experts, on the role of CSOs in the new political processes in Latin America and the Caribbean, by examining the reconfiguration of the public sphere, the quest for community development, and the construction of citizenship.
 - Analyze the mechanisms of participation and incidence of CSOs on State programs and the impact on their autonomy.
 - Identify specific areas where CSOs need to strengthen capacities.
 - Promote understanding of the CSI and its potential as a tool for empowerment.
- Strict management of spending led to a more efficient achievement of results: Originally, 40 people were expected to participate; however, owing to massive diffusion 110 participants attended. Travel and accommodation were arranged for more than 60 people from outside the capital city as well as 10 international keynote speakers. A video was recorded to be used as educational material. Audio was also recorded for all sessions to be used as input for the design of a publication.
- The results of the International Forum were published. The publication included a synthesis of the regional forums carried out throughout the country. This document will be a major input for informing and developing capacities amongst CSOs during activities implemented through output 3 and 4.

Output 3: Strengthen CSOs' capacities working in the field throughout the country, by capacity building, training and institutional support activities. (UNFPA)

The output was concluded as expected considering outcomes and results.

At an initial stage, a delay was observed in the development of the activities due to the need of additional time for coordination purposes and redefinition of activities.

Activities :

- Creation of the project's CC with participation of several CSOs, and NGO networks, its role is to advise the project's Management Committee.
- Regular meetings of the CC to review the project adjusting it bearing in mind the needs of the different organizations, in particular output 3.
- Output 3 was redesigned incorporating the geographical dimension in the needs assessment carried out by the CC, as well as a work plan to implement output 3 in 4 regions of the country.
- Consultations and presentation of the project by carrying out 4 meetings in 4 different regions outside the capital city to contact local organizations and inform them about the project's goals.
- Implementation of regional fora to hold consultations with CSOs in 4 regions. The main purpose of these meetings was to build a local agenda prioritizing themes identified as main areas to be strengthened. The meetings also allowed the identification of local contributors willing to participate and promote the project. Local organizations were contacted and a one-day discussion was organized addressing similar topics as previous regional fora. National networks and member organizations of the CC participated in the meeting, as well as the Coordination and ANONG.
- Drafting of a document to systematizing document containing the results outputs from the debates of the fora.
- Drafting of a work plan of capacity building and trainings for CSOs in consultation with involved actors.
- Publication and dissemination of documents elaborated by the networks members of the consultative committee to strengthen the resources and the information available to CSOs from out of the capital.
- Contacted new groups and local coordination: a series of coordination meetings with other institutions have been held in order to establish new linkages with project J.
- Information about the project's activities was disseminated through a newsletter. It reached over 1,700 people/institutions through e-mail.
- Meetings were held with the CSO networks to analyze the results of the systematization of outputs from the fora. It was decided to organize 4 trainings implemented in two phases. A first stage involved the areas of strategic planning and accountability. Four training sessions (out of a total of 8) were undertaken reaching more than 100 participants from various organizations of North and Coastal regions.

Output 4: Engage CSOs and organizations, platforms and "second level association" networks in monitoring and evaluating the actions that the UN System in Uruguay and the Government of Uruguay have developed within the framework of the One UN Programme 2007-2010 Building capacities for development. (UNDP)

The objective of this output was to train CSOs to incorporate the HRBA in evaluating the actions carried out by the UN System and the Government in the framework of the One UN Programme.

The Management Committee stressed the need of strengthening the capacities of organizations to

perform evaluations and to involve civil society in assessing and monitoring programs and establishing mechanisms for future participation.

Applying the human rights-based approach to monitoring cooperation programmes, particularly those related to social development, is relevant because it provides a reference to evaluate the challenges that the State and CSOs need to overcome to ensure that duty bearers attain the services, protections and rights afforded to them. The human rights based approach also ensures an inclusive and universal involvement in terms of participation and considers the specific characteristics of the various groups involved.

1st stage: Diagnosis and design of trainings:

The diagnosis identified strategies, new ways and new mechanisms for CSO participation in future programming and it was used to develop the training plan. The diagnosis included an action plan to encourage the active creation of multi-stakeholder forums for participation and monitoring cooperation projects.

2nd stage: Training of local stakeholders in applying the HRBA in monitoring and assessment:

A series of training and discussions with the organizations were held to generate opportunities for participation of organizations in different programming cycles, especially in monitoring implementations and results of programmes.

The training included participatory methodologies, monitoring and evaluation skills and provides tools for effective participation in relevant multi-stakeholder spaces.

V. MONITORING

Expected results	Indicators	Status/measure
Output 1: Study on the situation of civil society in the country in terms of level of organization, main areas of work and actions that are being undertaken.	• CIVICUS Index elaborated.	Concluded
	• Consultative Committee for CSOs.	Operational and provided recommendations
	• CSOs survey.	Completed
	• Public opinion survey on CSOs.	Completed
Output 2: International forum on the status of Civil Society Organizations implemented.	• CSO Forum.	Completed
	• Incorporation of international perspectives.	Yes (Latin America and the Caribbean)
	• Number of national participants.	100
	• Number of international participants.	10
Output 3: Strengthen CSOs' capacities working in the field throughout the country, by capacity building, training and institutional support	• Number of consultations generated in the interior.	4
	• Number of Departments of the interior where consultations were held.	4
	• Number of training sessions held on strategic planning and accountability.	4
	• Number of participants at training sessions on strategic planning and accountability.	100

Expected results	Indicators	Status/measure
activities.	<ul style="list-style-type: none"> • Geo-referenced website of CSOs throughout the country. 	Published and updated by participants.
Output 4: Engage CSOs and organizations, platforms and "second level association" networks in monitoring and evaluating the actions that the UN System in Uruguay and the Government of Uruguay have developed within the framework of the One UN Programme 2007-2010 Building capacities for development.	<ul style="list-style-type: none"> • Number of training workshops on HRBA monitoring and assessment of public policies. 	3
	<ul style="list-style-type: none"> • Number of participants on HRBA workshops. 	115
	<ul style="list-style-type: none"> • Number of localities of participants. 	18 of 19 Departments
	<ul style="list-style-type: none"> • Number of organizations represented by participants. 	96

VI. ABBREVIATIONS AND ACRONYMS

ANONG	National Association of Non Governmental Organizations
CC	Consultative Committee
CIVICUS	Alianza Mundial para la Participación Ciudadana
CSO	Civil society organization
CUDECOP	Uruguayan Confederation of Cooperative Entities
DaO	Delivering as One
ICD	Communication and Development Institute
NGO	Non Governmental Organization
OPP	Office of Planning and Budget
PUNO	Participating United Nations Organization
RCO	Resident Coordinator's Office
UNCT	United Nations Country Team
UNDAF	United Nations Development Assistance Framework
UNDP	United Nations Development Programme
UNESCO	United Nations Educational, Scientific and Cultural Organization
UNFPA	United Nations Population Fund
UNRC	United Nations Resident Coordinator
UNS	United Nations System