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Uruguay One UN Coherence Fund
MPTF OFFICE GENERIC FINALPROGRAMME¹ NARRATIVE REPORT
REPORTING PERIOD: FROM January 2014 TO May 2014

<p align="center">Programme Title & Project Number</p> <p>Programme Title: Strengthening INAUS's capacities for the care of children without parental care.</p> <p>Programme Number (if applicable)</p> <p>MPTF Office Project Reference Number:³ 66259</p>	<p align="center">Country, Locality(s), Priority Area(s) / Strategic Results²</p> <p>(if applicable) Country/Region Uruguay/ Latin America</p>
<p align="center">Participating Organization(s)</p> <ul style="list-style-type: none"> Organizations that have received direct funding from the MPTF Office under this programme <i>UNDP</i> 	<p>Priority area/ strategic results <i>Rights of the Child, Care Policies</i></p>
<p align="center">Programme/Project Cost (US\$)</p> <p>Total approved budget as per project document: USD 100,000</p> <p>MPTF /JP Contribution⁴:</p> <ul style="list-style-type: none"> by Agency (if applicable) Agency Contribution by Agency (if applicable) <p>Government Contribution (if applicable)</p> <p>Other Contributions (donors) (if applicable)</p> <p>TOTAL: USD 100,000</p>	<p align="center">Implementing Partners</p> <ul style="list-style-type: none"> National counterparts (government, private, NGOs & others) and other International Organizations UNICEF (Associated Agency), Institute of Child and Adolescent of Uruguay (INAU)
<p align="center">Programme Assessment/Review/Mid-Term Eval.</p> <p>Evaluation Completed <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No Date: dd.mm.yyyy</p> <p>Evaluation Report - Attached <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No Date: dd.mm.yyyy</p>	<p align="center">Programme Duration</p> <p>Overall Duration (months) 24 Sep 2013</p> <p>Start Date⁵ (dd.mm.yyyy)</p> <p>Original End Date⁶ (dd.mm.yyyy) 31 Dec 2013</p> <p>Actual End date⁷(dd.mm.yyyy) 30 May 2014</p> <p>Have agency(ies) operationally closed the Programme in its(their) system? Yes Nox <input type="checkbox"/> <input type="checkbox"/></p> <p>Expected Financial Closure date⁸:</p>
	<p align="center">Report Submitted By</p> <ul style="list-style-type: none"> Name: Gonzalo Kmaid on behalf of Denise Cook (RC) Title: Coordination Specialist Email address: gonzalo.kmaid@one.un.org / denise.cook@one.un.org (RC)

¹ The term “programme” is used for programmes, joint programmes and projects.

² Strategic Results, as formulated in the Strategic UN Planning Framework (e.g. UNDAF) or project document;

³ The MPTF Office Project Reference Number is the same number as the one on the Notification message. It is also referred to as “Project ID” on the project’s factsheet page on the [MPTF Office GATEWAY](#).

⁴ The MPTF/JP Contribution is the amount transferred to the Participating UN Organizations – see [MPTF Office GATEWAY](#)

⁵ The start date is the date of the first transfer of the funds from the MPTF Office as Administrative Agent. Transfer date is available on the [MPTF Office GATEWAY](#)

⁶ As per approval of the original project document by the relevant decision-making body/Steering Committee.

⁷ If there has been an extension, then the revised, approved end date should be reflected here. If there has been no extension approved, then the current end date is the same as the original end date. The end date is the same as the operational closure date which is when all activities for which a Participating Organization is responsible under an approved MPTF / JP have been completed. As per the MOU, agencies are to notify the MPTF Office when a programme completes its operational activities. Please see [MPTF Office Closure Guidelines](#).

⁸ Financial Closure requires the return of unspent balances and submission of the [Certified Final Financial Statement and Report](#).

FINAL PROGRAMME REPORT FORMAT

EXECUTIVE SUMMARY

The Project focused on strengthening INAU's capacities to address the circumstances of children aged 0 to 7 that lose or have interrupted their family care, through a new mode of comprehensive attention. Two main stages can be identified throughout the Project's execution: 1) an initial stage, which carried out a diagnosis of the initial situation and designed a pilot proposal for improvement; and 2) a stage to implement the recommendations proposed in 1).

Actions were oriented to: 1) implement a gateway management model that specializes in children aged 0 to 7, to avoid or mitigate current institutionalization processes, 2) design a model for reception centers that connects children with family structures, either their own family, their extended family and/or foster families, by means of restructuring two full-time homes, and 3) design an organizational model that strengthens parenting roles, based on a restructure of the gateways, the transformation of traditional homes into reception centers and the expansion of monitoring and support mechanisms for families.

Regarding item 1) the Project set up a technical team to attend to the children upon their arrival at Matei (gateway), ensuring an adequate reception is in place, a timely individual diagnosis is carried out and proper articulation with the families and INAU services is coordinated. There was also improvement in terms of the legal support provided. A document on the working methodology adopted at Matei was drafted, detailing the teams profile and composition, the action protocols and working arrangements and recommendations on the elements that are needed to improve the care of the children. This document served as an input for a sustainability plan for the strategy, drafted and approved by the Director of INAU.

As regards to item 2) the Project supported the setting of a technical team to support the reconversion. This team worked in the deinstitutionalization of children and the restructuring of the centers working methodologies. Work with the families of origin was strengthened as well as the different alternatives of family care, the articulation with other services and the monitoring of children.

The project also drafted a systematization of the updated pilot phase, and supported the design of a document on the technical groundwork for the National Programme to Strengthen Parenting Roles, with lessons learned and best practices from the pilot phase.

In synthesis, the Project has contributed to the advance of the social protection public policy for children and young people in Uruguay. The proposed strategy combined technical diagnosis with the execution of a pilot project that was later systematized to enable its replication. In this sense, the Project's results transcend its area of intervention and become useful as a methodology model for the elaboration of public policies in other areas.

I. Purpose

Programme Description:	Within the framework of the Delivering as One Approach and the UNDAF/UNDAP 2011-2015, the Uruguayan Government and the UN System have endorsed the joint programme to strengthen INAU's capacities to care children without parental care, taking into account the diverse value added that each UN Agency can provide.
Development Goal:	UNDAF 2011-2015 Area 3: Enhance social development (with particular emphasis on the areas of early childhood development, health and education) with a view to reducing inequality and various forms of inequity (including intergenerational, gender, racial and geographic inequity).
Outcome:	UNDAF Outcome: UNDAF 2011-2015 Outcome 3.1: The Government will have progressed in the design

	<p>and implementation of social protection policies relating to early childhood and their family environment.</p> <p>UNDAP Outputs:</p> <p>UNDAP 2011-2015 Output 3.1.1: Technical capacities for the design and implementation of actions that seek to improve the coverage, training of personnel, access and quality of the services directed at early childhood are strengthened.</p> <p>UNDAP 2011-2015 Output 3.1.2: Technical and institutional capacities conducive to the design and implementation of a National Care System (senior citizens, early childhood and people with disabilities) are strengthened.</p>
<p>Outputs and Key Activities:</p>	<ol style="list-style-type: none"> 1. A management model for the gateway, focused on children aged 0-7, which will avoid and mitigate current institutionalization processes in place. 2. A reception center model connecting children with family structures, from their families, extended family and/or foster families (restructuring of 2 full-time homes) in place. 3. Continued involvement in the new gateway "Maitei." 4. A parental role strengthening organizational model, based on entrance gate redesign, the transformation of traditional homes in reception centers and the expansion of family monitoring and support mechanisms.

II. Assessment of Programme Results

i) Narrative reporting on results:

- **Outcomes:**

UNDAF 2011-2015 Outcome 3.1: The Government will have progressed in the design and implementation of social protection policies relating to early childhood and their family environment.

The project has met its proposed goals. Results have been very favorable, and they have been acknowledged as an example of the joint work between the government and the United Nations System, given its deep strategic sense and its key added value in a country with Uruguay's characteristics and within the framework of the DaO experience. INAU has acknowledged the importance of the processes implemented in this Project, highlighting their strong relationship with a Government national priority.

Social protection policies in Uruguay suffered from severe flaws, especially INAU's mechanism for the reception of children and young people in vulnerable situation. Among others, we can mention the cohabitation of people in different situations (in conflict with the law, family abandonment, temporary situations, etc). On the other hand, severe problems were identified in terms of the human resources responsible for the care of children and young people; problems that motivated the redesign of the care system management.

By means of the design and implementation of a pilot plan to reform the social protection system of vulnerable children and young people, and the systematization of this experience for its replication, the Project enabled the Government to progress its public policies as stated in outcome 3.1. Moreover, as mentioned in the executive summary, the Project's results transcend its area of intervention and become useful as a methodology model for the elaboration of public policies in other areas.

- **Outputs:**

Output 1: A management model for the gateway, focused on children aged 0-7, which will avoid and mitigate current institutionalization processes in place.

The Project drafted a document on the working methodology adopted at the gateway Matei, detailing the teams profile and composition, the action protocols and working arrangements and recommendations on the elements that are needed to improve the care of the children. This document served as an input for a sustainability plan for the strategy, drafted and approved by the Director of INAU.

Output 2: A reception center model connecting children with family structures, from their families, extended family and/or foster families (restructuring of 2 full-time homes) in place.

The Project supported the setting of a technical team to support the reconversion. This team worked in the deinstitutionalization of children and the restructuring of the centers working methodologies. Work with the families of origin was strengthened as well as the different alternatives of family care, the articulation with other services in INAU and the monitoring of children.

Output 3: Continued involvement in the new gateway "Maitei."

The Project set up a technical team to attend to the children upon their arrival at Matei (gateway), ensuring an adequate reception is in place, a timely individual diagnosis is carried out and proper articulation with the families and INAU services is coordinated. There was also improvement in terms of the legal support provided. The team hired by the Project had a good integration at the center, where it joined the existing institutional team.

Output 4: A parental role strengthening organizational model, based on entrance gate redesign, the transformation of traditional homes in reception centers and the expansion of family monitoring and support mechanisms.

A systematization of the updated pilot phase was drafted, and the design of a document on the technical groundwork for the National Programme to Strengthen Parenting Roles was supported, with lessons learned and best practices from the pilot phase.

- **Qualitative assessment:**

The Project has had a substantial impact in the lives of people under extreme vulnerability. It showed substantial commitment to the country's reality and its main problems. As mentioned before, the Project was also in line with the Government's political priorities, which enabled the fulfillment of the objectives.

The degree of coordination between the main actors involved in the Project was an important catalyzer for the achievement of the goals. We must highlight the functioning of the Steering Committee, which was successful at effective inter institutional articulation, fulfilling the project's objectives and taking the main decisions. The different actors involved – national counterparts and agencies of the United Nations System (UNDP and UNICEF) – worked towards the fulfillment of the objectives, while the required actions reached heterogeneous levels of impact according to the actor involved. Finally, the hired consultants showed great working capacity and commitment, delivering high quality products and processes, and had very good integration with INAU's teams.

ii) Indicator Based Performance Assessment:

Using the **Programme Results Framework from the Project Document / AWP**s - provide details of the achievement of indicators at both the output and outcome level in the table below. Where it has not been possible to collect data on indicators, clear explanation should be given explaining why.

	<u>Achieved</u> Indicator Targets	Reasons for Variance with Planned Target (if any)	Source of Verification
Outcome 1⁹ The Government will have progressed in the design and implementation of social protection policies relating to early childhood and their family environment Baseline: Planned Target:			
Output 1 A management model for the gateway, focused on children aged 0-7, which will avoid and mitigate current institutionalization processes in place.	Technical team that cares for children arriving at Maitei Gateway..	N/A	Minutes of the Steering Committee.
Indicator 1.1 Working teams for the gateway focused on children aged 0-7 in place and continuity assured Baseline: Planned Target:	Adequate reception, timely individual diagnosis, proper articulation with families and INAU's services.		
Indicator 1.2 Appropriate welcome protocols, personalized diagnosis, articulation with families and Inau services, accompaniment in judicial instances Baseline: Planned Target:	Legal support.		

⁹ Note: Outcomes, outputs, indicators and targets should be **as outlined in the Project Document** so that you report on your **actual achievements against planned targets**. Add rows as required for Outcome 2, 3 etc.

<p>Output 2 A reception center model connecting children with family structures, from their families, extended family and/or foster families (restructuring of 2 full-time homes) in place.</p>	<p>Technical team in support of the reconversion.</p> <p>Support the deinstitutionalization of children and the restructuring of the centers working methodologies.</p> <p>Work with the families of origin and the different alternatives of family care.</p> <p>Articulation with other services and monitoring of children</p>	<p>N/A</p>	<p>Minutes of the Steering Committee.</p>
<p>Indicator 2.1 Document for the new reception center designed Baseline: Planned Target:</p> <p>Indicator 2.2 Technical Team in support of conversion processes, deinstitutionalization of children, connection with family and or foster/families, in place Baseline: Planned Target:</p>			
<p>Output 3: Continued involvement in the new gateway "Maitei."</p>			
<p>Indicator 3.1 Document for Matei working model designed, detailing work team profiles and composition, protocols and recommendations. Baseline: Planned Target:</p>	<p>Document on the working methodology adopted at Matei, teams profile and composition, action protocols and working arrangements and recommendations on the elements that are needed to improve the care of the children.</p>	<p>N/A</p>	<p>Minutes of the Steering Committee.</p>
<p>Indicator 3.2 Sustainability plan designed and approved Baseline: Planned Target:</p>	<p>Sustainability plan for the strategy, drafted and approved by the Director of INAU.</p> <p>Systematization of the pilot phase upgraded.</p>	<p>N/A</p>	<p>Minutes of the Steering Committee.</p>
<p>Output 4: A parental role strengthening organizational model, based on entrance gate redesign, the transformation of traditional homes in reception centers and the expansion of family monitoring and support mechanisms.</p>	<p>Drafting of a document on the technical groundwork for the National Programme to Strengthen Parenting Roles, with lessons learned and best practices from the pilot phase.</p>	<p>N/A</p>	<p>Minutes of the Steering Committee.</p>

Indicator 4.1 An organizational model for parental role strengthening developed Baseline: Planned Target:			
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iii) Evaluation, Best Practices and Lessons Learned

On the one hand, one of the challenges faced during the implementation of the Project was the difficulty to harmonize the management time requirements of all the different actors involved. In the case of INAU, execution was strongly affected by the fragmentation, lack of coordination and delays in terms of services response.

On the other hand, the Project lacked a Coordinator in the last phase of its execution. The role of the Coordinator is very important in order to avoid that the Steering Committee should circumscribe to administrative tasks.

This Project's implementation strategy differs from the usual strategy applied in other Projects. The team of consultants hired by the Project for the implementation of the pilot programme joined INAU's working teams, thus avoiding working in parallel and enabling knowledge sharing among the teams. We understand that these is a best practice that contributed and will contribute to the replication of the attention model.

The Project systematized the experience, in the spirit of allowing its replication. As already mentioned, this systematization contributed to the sustainability plan of the strategy, which was approved by INAU. This body of modifications represents a significant breakthrough with the previous attention model, which will necessarily imply making adjustments. The latter is cause to recommend periodic evaluations and training activities to INAU's regular human resources.

ABBREVIATIONS AND ACRONYMS

AA	Administrative Agent
AUCI	Uruguayan Agency for International Cooperation
CFCC	Coherence Fund Consultative Committee
CFSC	Coherence Fund Steering Committee
DaO	Delivering as One
INAU	Institute of Child and Adolescent of Uruguay
MPTF	Multi-Partner Trust Fund
PUNO	Participating United Nations Organization
RCO	United Nations Resident Coordinator's Office
UNDAF	United Nations Development Assistance Framework
UNDAP	United Nations Development Assistance Framework Action Plan
UNDP	United Nations Development Programme
UNICEF	United Nations Children's Fund
UNRC	United Nations Resident Coordinator
UNS	United Nations System