



URUGUAY UNIDO PARA PONER FIN A LA VIOLENCIA
HACIA MUJERES, NIÑAS Y ADOLESCENTES



FONDO FIDUCIARIO DE LAS NACIONES UNIDAS
PARA ELIMINAR LA VIOLENCIA
CONTRA LA MUJER.

*Uruguay unido para poner fin a la violencia hacia
mujeres, niñas y adolescentes.*

FINAL EVALUATION REPORT OF THE PROJECT: “URUGUAY UNITES TO END VIOLENCE AGAINST WOMEN, GIRLS, AND ADOLESCENTS”

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TABLE OF CONTENTS

EXECUTIVE SUMMARY	8
CHAPTER I. PROJECT CONTEXT.....	12
i. Progress on women’s rights.....	12
ii. Gender and generation based violence (GGBV).....	14
iii. Measures for tackling gender and generation based violence.....	18
CHAPTER II. PROJECT DESCRIPTION	21
CHAPTER III. PURPOSE AND OBJECTIVES OF THE EVALUATION	26
i. Purpose and objectives of the evaluation	26
ii. Evaluation objectives and scope	26
iii. The evaluating team	27
iv. Work plan	29
v. Evaluation questions	29
CHAPTER IV. EVALUATION METHODOLOGY	32
i. Sources of information (access to information and documents).....	33
ii. Description of data gathering and analysis methods	33
iii. Description of the sample, indicators, and reference parameters	33
iv. Field work description	34
CHAPTER V. FINDINGS AND ANALYSIS BY EVALUATION CRITERION	36
i. CRITERION: EFFECTIVENESS.....	36
ii. CRITERION: RELEVANCE.....	44
iii. CRITERION: EFFICIENCY	46
iv. CRITERION: SUSTAINABILITY.....	50
v. CRITERION: IMPACT	61

vi. CRITERION: KNOWLEDGE GENERATION	63
CHAPTER VI. CONCLUSIONS	64
CHAPTER VII. RECOMMENDATIONS	68
APPENDIX I.....	72
Definitive version of the evaluation TOR.....	72
APPENDIX II	103
List of people and institutions interviewed and sites visited	103
List of focus groups.....	105
Online questionnaires	105

TABLES AND FIGURES

Table 1: PROJECT BUDGET SUBMITTED TO THE TF.....	24
Table 2: STUDIES AND PAPERS PRODUCED IN RELATION TO PROJECT RESULTS	41
Table 3: REQUESTED AND EXECUTED BUDGET	50
Table 4: JOURNALIST TRAINING COURSE ASSESSMENT: MONTEVIDEO AND MALDONADO (AUG – NOV 2012).....	60
Figure 1: GENDER BREAKDOWN OF THE URUGUAYAN LEGISLATIVE BRANCH 14	
Figure 2: PERCENTAGE OF FEMALES 15 YEARS AND OLDER WHO HAVE OR HAVE HAD A PARTNER AND WHO HAVE BEEN VICTIMS OF GENDER BASED VIOLENCE IN THE PAST 12 MONTHS AND DURING THEIR ENTIRE LIFE ..	15
Figure 3: PERCENTAGE OF WOMEN 15 YEARS AND OLDER WHO HAVE BEEN VICTIMS OF GENDER BASED VIOLENCE IN SOME FASHION DURING THEIR LIFETIME DUE TO THEIR RACE	16
Figure 4: LATIN AMERICA AND SPAIN: WOMEN KILLED BY THEIR CURRENT OR FORMER PARTNER. LAST AVAILABLE PERIOD	17
Figure 5: TYPES OF VIOLENCE PER SEX. SIPIAV.....	18
Figure 6: PROFESSIONS OF THE PEOPLE WHO ANSWERED THE ONLINE QUESTIONNAIRE (CD AND CRL)	36
Figure 7: PROJECT ORGANIZATIONAL STRUCTURE.....	49
Figure 8: MOST USED PRODUCTS AT THE TERRITORIAL LEVEL	53
Figure 9: DISTRIBUTION OF PROJECT MATERIALS IN THE REGIONS	54
Figure 10. DID THE COMMUNICATION CHANNELS BETWEEN THE CDs AND CRLs IMPROVE? (in raw numbers).....	55
Figure 11. REASONS WHY INTERNAL COMMUNICATION FAILED TO IMPROVE (in raw numbers).....	56
Figure 12: WERE COORDINATING SPACES FOR JOINT CD-CRL ACTIVITIES CREATED? (in raw numbers).....	57
Figure 13: HOW DO YOU RATE THE COORDINATING SPACES? (in raw numbers)	58

Figure 14: WHY WEREN'T CD-CRL COORDINATING BODIES CREATED? (in raw numbers).....58

Figure 15: ARE STRATEGIC PLANS BEING JOINTLY PREPARED? (in raw numbers)59

Figure 16: WHY DID JOINT PLANS REMAIN UNDRAFTED? (in raw numbers) ...60

ACRONYM LIST

AECID	Spanish Agency for International Cooperation and Development
ANEP	National Public Education Administration
APFCS	Asociación Pro Fundación de Ciencias Sociales [Pro Social Studies Foundation Association]
ATN	National Technical Assistance Consultancy
ATR	Regional Technical Assistance Consultancy
AUCI	Uruguayan Agency for International Cooperation
CD	Departmental Commissions in the Fight against Domestic Violence
CEDAW	Convention on the Elimination of all Forms of Discrimination against Women
CNCLVD	National Advisory Council in the Fight against Domestic Violence
CRL	Local Reception Committee
EVIF	Domestic Violence Survey
GGBV	Gender and Generation based Violence
INAU	Uruguayan Institute for Children and Adolescents
INE	Uruguay Statistics Institute
INMUJERES	National Institute of Women
IOM	International Organization for Migration
MI	Ministry of the Interior
MIDES	Ministry of Social Development
MSP	Ministry of Public Health
PENPVBGG	First National Survey on the Prevalence of Gender and Generation based Violence
PILCVG	Comprehensive Program to Combat Gender-based Violence
RUCVDS	Uruguayan Network against Domestic and Sexual Violence
SGSP	Public Safety Management System
SIG	Gender Information System
SIPI	Childhood Information System
SIPIAV	Comprehensive System for the Protection of Children and Adolescents against Violence
UN	United Nations
UNDP	United Nations Development Program
UNESCO	United Nations Educational, Scientific and Cultural Organization
UNFPA	United Nations Population Fund
UN Women	United Nations Entity for Gender Equality and the Empowerment of Women

EXECUTIVE SUMMARY

In a comparison of twelve Latin American countries, Uruguay and El Salvador share the highest rate of women killed by their current or former partners. In this context, the CNCLVD, National Advisory Council in the Fight against Domestic Violence, and the SIPIAV, Comprehensive System for the Protection of Children and Adolescents against Violence, inter-institutional work spaces that deal with gender and generation based violence, along with the United Nations System in Uruguay, designed the “*Uruguay unites to end violence against women, girls and adolescents*” project, submitting it to the Trust Fund in 2011 with support from the Uruguayan Agency for International Cooperation and the UN Resident Coordinator’s Office. 2500 other proposals from 123 countries were submitted to receive a donation from the Trust Fund, and this project was awarded USD 999,999.00 for the 2012-2014 period.

The main goals of the project were to 1) upgrade public policy quality, thereby increasing implementation effectiveness, 2) build capacities of the responsible public institutions, 3) install institutional and procedural capacities at the territorial level, and 4) consolidate relevant information: quantitative information regarding the degree and characteristics of gender violence in Uruguay that the country lacked as well as qualitative information on the legal framework.

The project’s four basic components were:

1. CNCLVD and SIPIAV strengthened their institutional capacities, optimizing their arrangements and territorial expression, to better address GGBV.
2. Uruguay has a project to reform the national legal framework on GBV with support from the majority of parliament.
3. Uruguay has timely, reliable and consensual information on GGBV.
4. Government bodies and civil society organizations contribute to preventing GGBV through communication and training strategies that further the incorporation of the human rights, gender, and generational perspective in the treatment of information and the attention of women, children, and adolescents.

The direct beneficiaries were mainly the two inter-institutional work spaces partnering in the project: the CNCLVD and SIPIAV, as well as their territorial expressions: the Departmental Commissions in the Fight against Domestic Violence and the Local Reception Committees, respectively. Other direct beneficiaries were representatives from the news media and civil society organizations because they acquired tools and concepts to cover the issue completely and to provide accurate information.

The indirect beneficiaries were women, girls, and adolescents since they received improved prevention and aid services. Another indirect beneficiary was the Uruguayan population since the project pushed for the changes that led to questioning the status quo of interpersonal relationships between men and women across all generations, to making those relationships more equal, and to improving cohabitational quality

The objective of the evaluation was to analyze the extent to which the project contributed to achieving the expected outcomes and products, in accordance with the goals and indicators. It therefore attempted to assess the project completely, in other words, across its four outcomes, products, activities, and inputs, in keeping with the initial proposal. This was accomplished through different data gathering techniques (semi-structured interviews, online questionnaires, focus groups, and a desk review) in order to measure, analyze, and assess the planned outputs as a means of generating useful knowledge that allows for an accounting of the project development for all those involved in it. Evaluation criteria were effectiveness, relevance, efficiency, sustainability, impact, and knowledge generation.

The primary conclusions from the evaluation results are as follows:

- 1) The participation in the project of multiple stakeholders from the civil society, government of Uruguay, and the United Nations System was new and bold. In spite of the complexity, important achievements were made on reformulating gender violence, which included a generational aspect with the introduction of children and adolescents.
- 2) The project products and actions have now provided the country a set of tools for solidifying the government's commitment to ending violence. Some of these are: a) First National Survey on the Prevalence of Gender and Generation based Violence, the results of which supplied basic information for monitoring expressions of violence and that are a benchmark for policy construction, b) legal framework review for updating laws on violence, c) studies and reference materials for journalists created to encourage reflection on how the topic of violence is dealt with in the news media, and d) journalist handbook on covering violence. Moreover, an important decision was to strengthen actions that combat violence undertaken by the territorial expressions of the SIPIAV and CNCLVD in all 19 Uruguayan departments.

- 3) Progress was made on analyzing the concepts of violence and on bills of a law against sexual violence as well as another for human trafficking for sexual exploitation and the trafficking of immigrants.
- 4) The most important unintended positive consequences were a) advisory of the Bipartisan Women's Caucus for the debate on reforming the penal and procedural codes as well as on the bill of a new domestic violence act and b) the partnering with the Uruguay Statistics Institute for preparing and applying the First National Survey on the Prevalence of Gender and Generation based Violence since the professions working there were trained on the issue while working on the survey.
- 5) Along different lines, the Female Journalists Network was formed in 2015, and many of the members took part in the training and awareness raising workshops. It is possible to say that this strategy, along with the rest of the activities implemented by other stakeholders and institutions during the project, contributed to strengthening female journalists, and a direct result of those efforts was the network formation.
- 6) There were some unforeseen negative results, in particular budget cuts and the limited engagement of the civil society in the project. The former circumstance affected the development of certain activities, while the latter may have had an influence on why there is limited appropriation of the project products by social organizations.

Some recommendations are:

- 1) The established relationship between the two inter-institutional work spaces: the SIPIAV and the CNCLVD should continue since it will empower their actions to combat violence at both the central and territorial levels. This partnership should allow them to join forces for political advocacy and for making proposals on where federal budgetary funds should be allocated. A serious problem like that of domestic violence facing Uruguay should be the target of a solid public policy that goes beyond lip service to actually receive human and economic resources to combat.
- 2) An essential activity to continue is the National Survey on the Prevalence of Gender and Generation based Violence, particularly since the results of the first survey promoted by this project can be used as a baseline. It was a very deserving effort, and future lobbying for government funds to keep this policy tool up to date should be done.

- 3) Project impact could be increased if a joint communication strategy were prepared and implemented by the SIPIAV and the CNCLVD, and it should include different means to spread results and outputs.
- 4) One of the lessons learned from this project is the need to design a less ambition proposal that includes clearly defined intermediate results. There might have been too much optimism in terms how well the members of both these bodies would work together in unison towards the objective set out.

CHAPTER I

PROJECT CONTEXT

This chapter provides a brief description of the context of violence against women, children, and adolescents in Uruguay and the way in which the “*Uruguay unites to end violence against women, girls and adolescents*” project has dialogued about this serious issue.

Within Latin America, Uruguay has distinguished itself through its economic and social development. Several decades have passed since the military dictatorship held sway (1973 – 1985), and the return to democracy has guaranteed the continuation of policies that were initiated during the 20th century and that characterized the country, namely separation of church and state, major investment in public policies, universal education and health, and institutional strengthening.

The population is close to 3.3 million people, and according to information gathered during 2012 and 2013, just 5% of Uruguayans were considered poor. 99% of the population above 15 years was literate. The maternal mortality rate is 14 for every 100,000 live births. To compare, in Argentina and Brazil, the maternal mortality rate is 69 for every 100,000 live births, while in Peru it is 89 and in Bolivia 200.¹ As reported by the ECLAC, Uruguay allocates nearly 25% of its GDP to the national budget, which might explain the positive results attained in social indicators. The per capita GDP is also one of the highest in the region: in 2013, it was \$16,353, a figure greater than that of either Chile or Argentina that enjoyed \$15,000. In addition, more noteworthy is the small gap between the rich and poor. Uruguay’s Gini Coefficient is actually 0.38,² one of the lowest in a region as unequal as Latin America is, especially if we compare that figure with Chile’s (0.51) or Brazil’s (0.55).

i. Progress on women’s rights

In the past five years, the country has made significant strides on women’s rights and on non-discrimination. A law was passed in 2012, allowing the interruption of pregnancy up to the fourteenth week of gestation if it were the product of rape and with no time limit if the mother’s health were at risk or the fetus were to present with deformities incompatible with life outside the uterus.³ The enacting and regulating of a law for voluntary interruption of pregnancy compelled the creation of specialized public health services. Furthermore, the Uruguayan health system offers free birth control, health care for adolescents, victims of domestic and sexual violence, and the population that is transsexual and other diverse sexual orientations. 91% of pregnant women have a pre-natal checkup during the first trimester, which has a profound influence on preventing maternal mortality.

Other recent legal advances are the recognition of same sex marriage (2013), the extension of maternity and paternity leave, and the regulation of parental leave to promote the involvement of men in childrearing.⁴

¹ Consult: http://interwp.cepal.org/cepalstat/WEB_cepalstat/Perfil_nacional_social.asp?Pais=URY&idioma=e

² It measures the inequality of income, where 0 is absolute equality, while the closer the number gets to 1, the fewer people receive income.

³ Consult: La república de las mujeres [The Republic of Women]. Sunday, July 07, 2015. No. 1127. Uruguay.

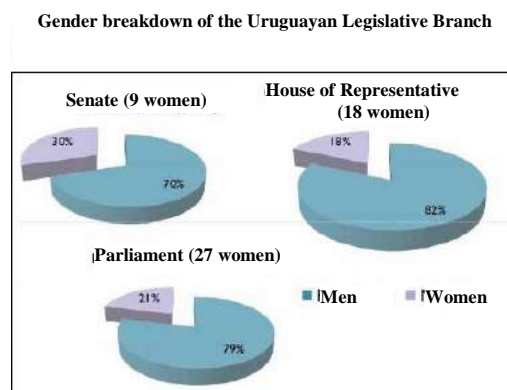
⁴ ⁴ Ibid.

In terms of women’s political participation, Uruguay was one of the few countries that did not have a political gender quota law, a process that started in Argentina in 1991 and that was picked up by most of the other countries in the region over the past two decades. However, in 2009, Uruguay passed a sui géneris quota law which is only valid for national and departmental elections of 2014/2015 but could become permanently applicable to elections within political parties.

While the law did concede that women faced difficulties exercising their formal right to be elected, its enforcement was deferred and limits were placed on the scope of the measure for reversing that inequality.⁵ The results were less than encouraging: 3 women were elected as department governors in 2010 and only 1 in 2015. In 2010, 23.6% of the 89 mayorships were held by women, yet that percentage dropped to 16.1% in the latest elections, with only 112 female mayors having been elected.

The results for other political positions, such as representative or senator, were also unsuccessful, as shown in the following figure:

Figure No. 1: Gender breakdown of the Uruguayan Legislative Branch



Source: La República de las Mujeres. Montevideo, June 14, 2015

In consequence, Uruguay lags behind the rest of the region in terms of parliamentary representation where, thanks to parity and political quotas, nearly 52% of Bolivia’s political offices have been held by female decision makers, while women were elected to over 40% of the Cuban, Ecuadorian, and Nicaraguan legislative branch positions.⁶

ii. Gender and generation based violence

Uruguay’s Ministry of the Interior Violence and Criminality Observatory gathers data on national reports of domestic violence, an act that represents more than half of crimes against the person and the second most important criminal act after robbery.⁷ In 2013, the police

⁵ Consult: “Renovación, paridad: horizontes aún lejanos para la representación política de las mujeres en las elecciones uruguayas 2014” [Renewal, parity: distant prospects for female political representation in the 2014 Uruguayan elections]. Niki Johnson (ed.), Gabriel Delacoste. Cecilia Rocha. Marcela Schenck. University of the Republic of Uruguay – Social Sciences. Cotidiano Mujer [Everyday Woman]. Montevideo 2015.

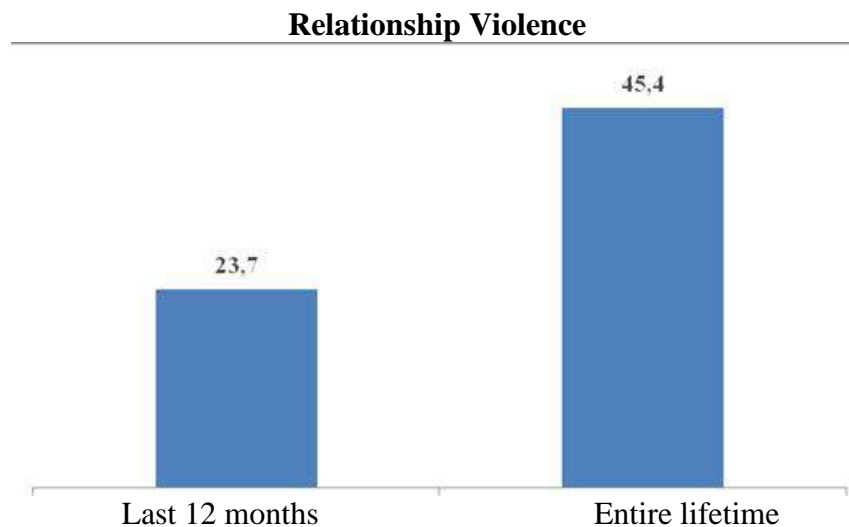
⁶ La República de las Mujeres. Montevideo, June 14, 2015

⁷ https://www.minterior.gub.uy/observatorio/images/stories/anual_2013.pdf

received a domestic violence report every 21 minutes. Between November 2012 and October 2013, there were 51 female homicides, 53% of which were related to domestic violence. In 49% of those cases, the perpetrator was either the current or former partner of the slain woman. The most frequent site of the attack was either the home shared by the victim and the culprit or the victim's house. In contrast, the homicide rate outside the residence was just 24%. An important piece of information to bear in mind is that one out of every four women killed as a result of domestic violence had already filed a report against her attacker. Between January and June of 2015, there have been 23 female homicides associated with domestic violence.

The First National Survey on the Prevalence of Gender and Generation based Violence was conducted in 2013 and uncovered that nearly 23.7% of women have been a victim of violence at the hand of their partner. Relationship violence was the most prevalent: more than 45% of women that have or have had a partner had experienced some sort of relationship violence during their life. Along the same lines, more than 20% of them have been recent victims of violence (last 12 months). In absolute terms, these figures represent nearly 400,000 and 200,000 females 15 years and older, respectively.

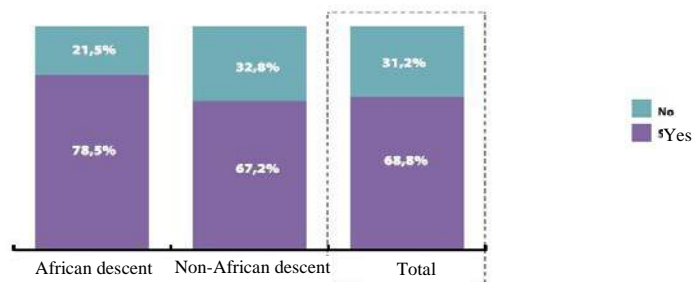
Figure No. 2: Percentage of females 15 years and older who have or have had a partner and who have been victims of Gender Violence in the past 12 months and during their entire life. Entire country. 2013



Source: Geographic Information System-National Institute of Statistics (SIG-INE), based on data from the First National Survey on the Prevalence of Gender and Generation based Violence, 2013. INE

Close to 7 out of 10 women (700,000) have experienced gender violence at some point in their life (sexual, physical, psychological, and/or patrimonial). The above mentioned survey reported that gender violence primarily affects young women, particularly those between the ages of 19 and 29 years, and that the rates are greater in women from African descent and who live in the southeastern section of the country. Thus, 78.5% of women of African descent have been victims of gender violence in contrast to 67.2% of women who are not of that race.

Figure 3: Percentage of women 15 years and older who have been victims of Gender Violence in some fashion during their lifetime due to their race. Entire country. 2013



Source: SIG-INE, based on data from the First National Survey on the Prevalence of Gender and Generation based Violence, 2013. INE

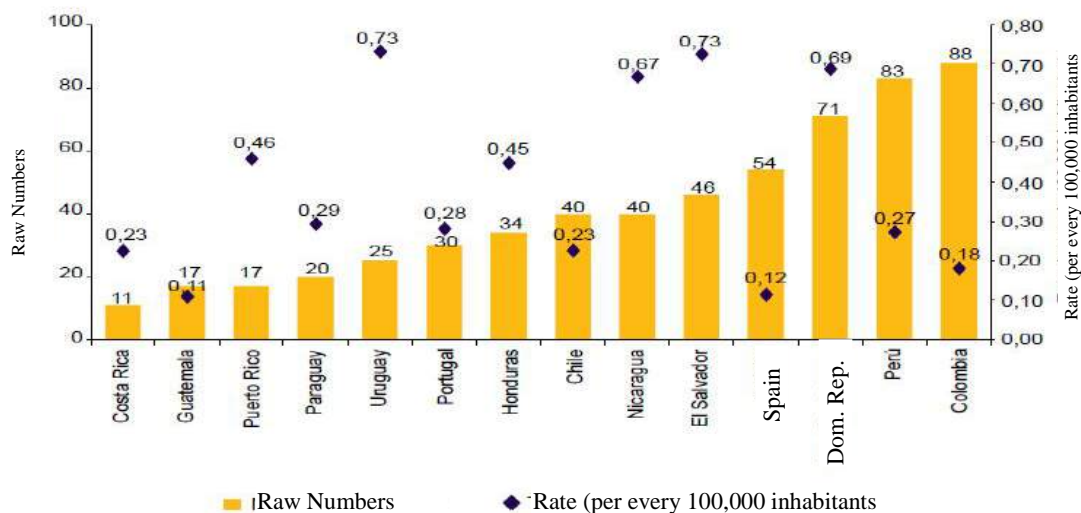
According to the survey, gender violence affects women in all socioeconomic and educational levels, although there is greater prevalence of gender-based domestic violence in poorer households (whether by a former or current partner or a relative). However, the women who are the most educated and live at the highest socioeconomic levels reported the greatest prevalence of public and workplace violence.

In terms of the four types of violence discussed in the survey (psychological, physical, sexual, and patrimonial), it was psychological that had the greatest prevalence, regardless of where and at what stage of life it took place, except for childhood, in which case, physical was the most reported form of violence.

According to information collected by the Ministry of the Interior, domestic violence reports have been on the rise, a fact that shines light on two important situations: on one hand, we have women who are more informed of their rights and hence are filing complaints with a government agency and, on the other, there is an increase in the cases of violence. This is a serious matter, as seen in the number of women killed in Uruguay at the hand of their current or former partner, with a rate higher than the Latin American average, as shown in the following graph.

In contrast to the progress made on sexual and reproductive rights laws, for instance the special consideration given to the equality of the trans population, what has occurred is an elevated percentage of women killed by their current or former partner, based on ECLAC systematized information. Uruguay and El Salvador share the highest rate of twelve regional countries.

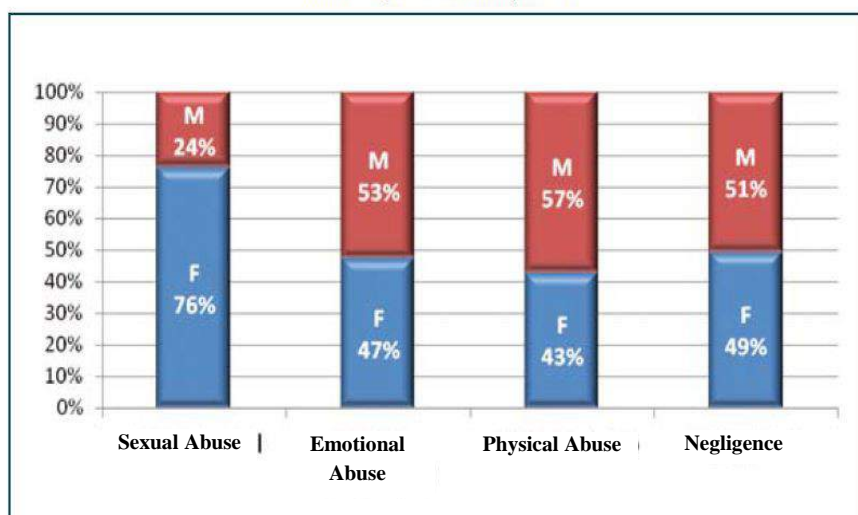
Figure No. 4: LATIN AMERICA AND SPAIN: WOMEN KILLED BY THEIR CURRENT OR FORMER PARTNER. LAST AVAILABLE PERIOD



Source: Economic Commission for Latin America and the Caribbean (ECLAC), Gender Equality Observatory for Latin America and the Caribbean, December 2013

On the other hand, violence against children and adolescents is also high, as shown in the information below. The Comprehensive System for the Protection of Children and Adolescents against Violence (SIPIAV) informed in its 2014 Annual Report that most (76%) of the victims of sexual violence are female and either children or adolescents.⁸ Moreover, it also discussed the group of cases typified by violence through negligence: the absence of essential care for children, which creates an at risk population.

Figure No. 5: Types of violence per sex. SIPIAV. 2014



Source: SIPIAV Annual Report, 2014.

⁸ Figure 8. Types of violence by sex, taken from: 2014 SIPIAV Management Report. http://www.adasu.org/noticia.php?id_prod=564&id_cat=15¬icia=Libro:%20Informe%20de%20Gesti%C3%B3n%202014,%20SIPIAV

In conclusion, gender violence is a problem that the country must urgently undertake to solve, despite the encouraging signs of change.

iii. Measures for tackling gender and generation based violence

Since the 1990's, domestic violence has been seen as a human rights issue and positioned on the public agenda through a strengthened feminist movement and organized women. In 1995, the enactment of a Law concerning Citizen Security criminalized domestic violence and included it in the Uruguayan Penal Code, although it did not take long to discern that this law was insufficient.⁹

In 2002, Uruguay passed an specific law, the Domestic Violence Act, article 2 of which defined the crime as: “... *any act or omission, direct or indirect, that by any means harms another person, whereby the free exercise or enjoyment of his/her human rights is unlawfully limited, and which is caused by a former or current boyfriend/girlfriend or a person with whom the victim is cohabitating, whether through a blood relationship or a marital or de facto union*”.¹⁰ It furthermore states that “*of general interest are measures for prevention, early detection, attention, and eradication of domestic violence.*” The law describes four types of domestic violence:

- a) Physical violence: Action, omission or behavioral pattern that harms a person's bodily integrity.
- b) Psychological or emotional violence: Any action or omission aimed at disturbing, degrading, or controlling the conduct, behavior, beliefs, or decisions of a person by humiliation, intimidation, isolation, or any other means affecting psychological or emotional stability.
- c) Sexual violence: Any action that imposes or forces sexual behaviors on a person through the use of force, intimidation, coercion, manipulation, threats, or any other means that override or limit sexual freedom.
- d) Patrimonial violence: Any action or omission which, with evident illegality, implies damage, loss, transformation, subtraction, destruction, deviation, hiding, or the retention of goods, work instruments, documents, or economic resources for the purpose of coercing another person's self-determination.

The Domestic Violence Act created the National Advisory Council in the Fight against Domestic Violence of the Ministry of Social Development, which is chaired by the representative of the National Institute of Women (INMUJERES-MIDES), and members include representatives from the Ministry of Education and Culture, Ministry of the Interior, Ministry of Public Health, National Institute for Children (now the Uruguayan Institute for

⁹ Document: “La política de lucha contra la violencia doméstica en el Uruguay: Un avance en la garantía de la autonomía física de las mujeres” [The politics of the struggle against domestic violence in Uruguay: progress towards guaranteeing the physical autonomy of women] ECLAC. Santiago, JANUARY 2014. http://www.cepal.org/oig/noticias/noticias/3/52503/La_politica_de_lucha_contra_la_violencia_domestica_en_el_Uruguay_ESP.pdf

¹⁰ <http://www.parlamento.gub.uy/leyes/ AccesoTextoLey.asp?Ley=17514&Anchor=>

Children and Adolescents), Judicial Branch, National Administration of Public Education, and National Congress of Governors, as well as three from non-governmental organizations that combat domestic violence. Invited members include representatives from the Ministry of Housing, Territorial Planning and Environment, Social Welfare Bank, Public Prosecutor's Office, and Ministry of Labor and Social Security.¹¹

The Council has the mandate to advise the executive branch, to assure enforcement of laws, to design national plans, to promote the linkage of sector and territorial policies, and to collaborate to draft bills of laws and programs.¹²

After the passage of this law, the congress enacted still others, thus solidifying the government's commitment to the integrity of women, children, and adolescents. Two examples are the Law concerning Commercial and Non-commercial Sexual Violence Against Children (2004) and the Law that prohibits corporal and humiliating punishment of children by their parents or guardians (2007). Along the same lines, the Ministry of the Interior created the National Domestic and Gender Violence Office (ONVDG) as well as the Domestic and Gender Violence Police Divisions in 2012. These actions placed domestic violence on the agenda of citizen security. The police force already had, by 2010, a manual of procedural guidelines for dealing with a situation of domestic violence. In the same vein, the health sector also published as set of guidelines and procedures for providing attention to victims of domestic violence.

At the territorial level, the Departmental Commissions in the Fight against Domestic Violence of the National Advisory Council in the Fight against Domestic Violence are coordinating their efforts in the country's 19 departments.

Moreover, the Comprehensive System for the Protection of Children and Adolescents against Violence was created in 2007 to deal with the issue of violence against children and adolescents, and its member institutions include the Ministry of Social Development, Ministry of Public Health, State Health Services Administration (ASSE), Ministry of the Interior, National Public Education Administration, and Uruguayan Institute for Children and Adolescents, which acts as the chair. There is also a National Inter-Institutional Management Committee that generates countrywide measures through its Local Reception Committees (CRL). The Comprehensive System for the Protection of Children and Adolescents against Violence 2014 Management Report mentioned the existence of 25 CRLs across the country, all at different levels of operation but which are taking prevention and attention measures.

The National Advisory Council in the Fight against Domestic Violence, in keeping with its legal mandate, drafted the first National Domestic Violence Plan 2004 – 2010 that set forth objectives, activities, and actions for the public sector to follow. The plan was evaluated in 2012, the results of which underscored the progress made in inter-institutional efforts but also the obstacles to the evaluation since no clear indicators or goals had been proposed from the start; the evaluators also stressed the fact that the plan's budget was limited when

¹¹ http://www.inmujeres.gub.uy/innovaportal/v/18258/6/innova.front/consejo_nacional_consultivo_de_lucha_contra_la_violencia_domestica

¹² Consult: Intersección Género Generaciones – Aportes hacia una Estrategia Nacional para la erradicación de la violencia basada en género y generaciones. [Gender and Generation Intersection – Contributions to a national strategy for the eradication of gender and generation based violence.] Montevideo 2013. Project "Uruguay United."

compared to the amount of international cooperation funds provided, and therefore the initiative could be questioned as a “public policy”.

CHAPTER II

PROJECT DESCRIPTION

This chapter shall provide a brief description of the evaluated project.

i. The project “Uruguay unites to end violence against women, girls and adolescents”

The Trust Fund chose Uruguay from a pool of 2500 applicants around the world to receive a donation that would help fund the project “*Uruguay unites to end violence against women, girls and adolescents*”. What differentiated this proposal was the fact that it was submitted by the United Nations System in Uruguay and two inter-institutional working spaces that are heading the charge against violence in the country, namely the National Advisory Council in the Fight against Domestic Violence (CNCLVD) and the Comprehensive System for the Protection of Children and Adolescents against Violence (SIPIAV) with support from the Uruguayan Agency for International Cooperation (AUCI) and the UN Resident Coordinator’s Office (OCR). In addition, the project approach included a generational aspect since children and adolescents are also beneficiaries of the inter-institutional effort.

This national level project lasted three years, from January 2012 to December 2014, and included an extension till June 2015 with no additional funds required.

The **types of violence** encompassed in the project actions are those described in the Domestic Violence Act, namely physical, sexual, psychological, and patrimonial. Moreover, child and teenager negligence was furthermore considered in the project design.

The official project proposal that was signed in 2011 possessed the following main added value:

- upgrading public policy quality, thereby making its implementation more effective.
- building the capacities of the involved public institutions.
- installing institutional and procedural capacities throughout the country
- consolidating relevant quantitative information regarding the degree and characteristics of gender violence in Uruguay that the country lacked as well as qualitative information on the legal framework ¹³

The summary states that project objectives and actions lines up with one of the Trust Fund’s prioritized areas.

The primary goal was that Uruguayan women, girls, and teenagers have integral and integrated public policies regarding gender and generation based violence for which a strategy that incorporated and related the institutions of the National Advisory Council in the

¹³ Consult: Final proposal sent to the Trust Fund, 2011

Fight against Domestic Violence and the Comprehensive System for the Protection of Children and Adolescents against Violence was used.¹⁴

Results Chain

Outcomes and products were defined from the four strategic components, which were to be the main results of the project:¹⁵

1. CNCLVD and SIPIAV strengthened their institutional capacities, optimizing their arrangements and territorial expression, to better address GGBV.

Product 1.1: II National Plan to end gender and generation domestic based violence validated by CNCLVD and SIPIAV, disseminated and budgetary strengthened.

Product 1.2: Inter-sectorial coordination instances between the territorial representations of the CNCLVD and SIPIAV in place.

2. Uruguay has a project to reform the national legal framework on GBV with support from the majority of parliament.

Product 2.1: Comparative study of legal frameworks in countries with greater development in gender and rights issues and definition of existing legal gaps.

Product 2.3: Violence and sexual offenses protocol for action institutionalized.

3. Uruguay has timely, reliable and consensual information on GBV.

Product 3.1: Survey on GGBV agreed among CNCLVD and SIPIAV, conducted and findings published.

4. Government bodies and civil society organizations contribute to preventing GGBV through communication and training strategies that further the incorporation of the human rights, gender, and generational perspective in the treatment of information and the attention of women, children, and adolescents.

Product 4.1: CNCLVD and SIPIAV design and implement a nationwide communication strategy.

Product 4.2: Tool for addressing GBV appropriately developed for the media, and journalist's awareness achieved.

Product 4.3: Communication Strategy of the CNCLVD and SIPIAV as well as the Secretary General Campaign appropriated at the local level.

¹⁴ Consult: Request for Quote for external consultation services for the tender process: ONUMJERES- URY- TF-INT 2015. International consultancy for final evaluation of the project "Uruguay unites to end violence against women, girls and adolescents". March 19, 2015.

¹⁵ Ibid

Product 4.4: Training of trainers' strategy and operator in GBV implemented.

An important project assumption was that adequate information is an essential part of decision making and governmental action. Uruguay did not have a National GGBV Survey; data had been contributed by different sectors, like the Ministries of the Interior, of Health, or of Social Development. So, the National Survey was one of the project's primary activities and something stressed in the report. The project furthermore underscored communication as a means of realizing cultural changes through conducting consultancies, workshops, and even a scholarship contest for journalists.

The **Direct Beneficiaries** are mainly the two inter-institutional working spaces partnering with the project: the CNCLVD and SIPIAV, as well as their territorial expressions: the CNCLVD Departmental Commissions in the Fight against Domestic Violence and the SIPIAV Local Reception Committees. As was mentioned in the previous section, these work spaces consist of representatives from several government organizations, whose professional capacities were strengthened to tackle the issue of GGBV. Included in this action line as **direct beneficiaries** are men and women working in the news media because they acquired tools and concepts to cover the issue completely and to provide accurate information.

The **Indirect Beneficiaries** are women and girls since they received improved prevention and aid services. Another indirect beneficiary is the Uruguayan population since the project pushed for the changes that led to questioning the status quo of interpersonal relationships between men and women across all generations, to making those relationships more equal, and to improving cohabitational quality.

The project's budget and management are based on the international cooperation agreement entered into between the government of Uruguay and the United Nations System for 2011-2015. The strategic budgetary decisions were made by a project Steering Committee.

The initially approved budget was USD 1,725,964, but it was reduced to USD 1,426,499.10 since the national agencies and governmental counterparts originally pledged to contribute USD 725,965, but they could not come up with that sum. This shortfall was dealt with by the UN Trust Fund in a timely manner. The UN Trust Fund put up USD 999,999.

The following table features the project budget approved by the Trust Fund.

Table 1: PROJECT BUDGET SUBMITTED TO THE TF

Submitted to the UN Trust Fund (in USD)

General Expenses	Year 1	Year 2	Year 3	Total	Petitioner(s) Contribution	Sum Total (in USD)
I. Personnel (by Agency)						
Sub-total	0	0	0	0	0	0
II. Training/Seminars/Workshops, etc. (by Agency)						
IOM	0	7,000	0	7,000	5,000	12,000
UN WOMEN	16,800	15,800	15,800	48,400	0	48,400
UNDP	8,000	0	0	8,000	5,000	13,000
UNESCO	14,333	2,333	2,333	18,999	21,000	39,999
UNFPA	2,000	35,000	0	37,000	8,000	45,000
CNCLVD-Inmujeres	0	0	0	0	219,000	219,000
SIPIAV-INAU	0	0	0	0	83,500	83,500
Sub-total	41,133	60,133	18,133	119,399	341,500	460,899
III. Equipment (by Agency)						
UN WOMEN	6,600	0	0	6,600	0	6,600
UNDP	5,718	2,859	2,858	11,435	0	11,435
Sub-total	12,318	2,859	2,858	18,035	0	18,035
IV. Publications and documents (by Agency)						
IOM	0	6,000	0	6,000	0	6,000
UN WOMEN	41,433	67,433	5,934	114,800	30,000	144,800
UNDP	0	0	0	0	3,000	3,000
UNESCO	6,000	6,000	6,000	18,000	0	18,000
UNFPA	5,000	71,000	71,000	147,000	16,500	163,500
Sub-total	52,433	150,433	82,934	285,800	49,500	335,300
V. Contracted Services (by Agency)						
IOM	0	31,000	0	31,000	0	31,000
UN WOMEN	75,999	76,000	28,000	179,999	150,000	329,999
UNDP	19,000	0	0	19,000	7,000	26,000
UNESCO	10,000	0	0	10,000	0	10,000
UNFPA	27,000	75,000	0	102,000	27,500	129,500
CNCLVD-Inmujeres	0	0	0	0	26,000	26,000
SIPIAV-INAU	0	0	0	0	24,000	24,000
Sub-total	131,999	182,000	28,000	341,999	234,500	576,499

VI. Capacity Building						
UN WOMEN	10,000	0	0	10,000	0	10,000
Sub-total	10,000	0	0	10,000	0	10,000
VII. Follow up (Baseline, travel, others) (by Agency)						
UN WOMEN	0	0	0	0	50,000	50,000
UNDP	40,000	40,000	40,000	120,000	0	120,000
UNFPA	0	0	0	0	25,000	25,000
Sub-total	40,000	40,000	40,000	120,000	75,000	195,000
VIII. Evaluation (by Agency)						
UN WOMEN	0	0	30,000	30,000	0	30,000
Sub-total	0	0	30,000	30,000	0	30,000
IX. Auditing (by Agency)						
IOM				0	980	980
UN WOMEN				0	12,396	12,396
UNDP				0	3,469	3,469
UNESCO				0	1,360	1,360
UNFPA				0	7,260	7,260
Sub-total	0	0	0	0	25,465	25,465
XI. Indirect Costs (by Agency)						
IOM	0	3,080	0	3,080	0	3,080
UN WOMEN	10,559	11,146	5,581	27,286	0	27,286
UNDP	5,090	3,000	3,000	11,090	0	11,090
UNESCO	2,124	583	583	3,290	0	3,290
UNFPA	2,380	12,670	4,970	20,020	0	20,020
Sub-total	20,153	30,479	14,134	64,766	0	64,766
XII. Project Administrator's Fees						
Sub-total	10,000			10,000	0	10,000
Total						
IOM	0	47,080	0	47,080	5,980	53,060
UN WOMEN	161,391	170,379	85,315	417,085	242,396	659,481
UNDP	87,808	45,859	45,858	179,525	18,469	197,994
UNESCO	32,457	8,916	8,916	50,289	22,360	72,649
UNFPA	36,380	193,670	75,970	306,020	84,260	390,280
CNCLVD-Inmujeres	0	0	0	0	245,000	245,000
SIPIAV-INAU	0	0	0	0	107,500	107,500
Total	318,036	465,904	216,059	999,999	725,965	1,725,964

CHAPTER III

PURPOSE AND OBJECTIVES OF THE EVALUATION

In keeping with the Terms of Reference, this chapter will provide a summary of the purposes and objectives of the evaluation as well as of the profile of the evaluating team and the work plan.

i. Purpose And Objectives Of The Evaluation ¹⁶

The purpose of the evaluation was to establish whether or not the project, “*Uruguay unites to end violence against women, girls and adolescents*”, generated its proposed outputs and met its expected results. The counterparts viewed this evaluation as an opportunity to assess if the strategic proposal furthered understanding, actions, or practice in institutions, communities, and other levels. The evaluation is required by the UN Trust Fund to End Violence against Women.

It provided inputs to the involved institutions for identifying good practice and lessons learned that will allow them to correct or to duplicate the strategies, whether to sustain what has been done, to expand the initiated process, or to implement methodologies for other areas of intervention. In this evaluation, the beneficiaries are the two national counterparts (CNCLVD and SIPIAV) and the participating UN and Uruguayan governmental agencies.

ii Evaluation Objectives And Scope

The objective of the evaluation was to analyze the extent to which the project contributed to achieving the expected outcomes and products, in accordance with the goals and indicators. Evaluation criteria are effectiveness, relevance, efficiency, sustainability, impact, and knowledge generation.

The specific evaluation objectives are:

- to evaluate the extent to which the project positively impacted the intended beneficiaries and the participants and their institutions, in keeping with the project purposes.
- to evaluate the project’s contribution to the objectives set by the UNTF
- to detect and to document the experiences and good practice vis-à-vis the concrete issues of domestic, gender, and generation based violence, in accordance with international standards.
- to point out lessons learned and to identify promising learning practices.

¹⁶ Section taken from: Request for Quote for external consultation services for the tender process: ONUMJERES- URY- TF-INT 2015. International consultancy for final evaluation of the project “Uruguay unites to end violence against women, girls and adolescents”. March 19, 2015.

iii Evaluating Team

In fulfillment of the Terms of Reference, the evaluating team is comprised of one senior international consultant and one local consultant.

International consultant: Maruja Barrig, Peruvian. Journalist with a Masters in Social Politics. Since the 1990's, she has been an international consultant, evaluating and advising on gender planning projects. Between 2004 and 2005, she was the National Coordinator for the UNDP and UNIFEM-sponsored "Gender and Millennium Goals" project. From 2006 to 2010, she advised the Peruvian Ombudsman's Office and the Italian-Peruvian Counterpart Fund on the design of strategies to mainstream the gender approach in institutions.

Over the past ten year, she has performed the following consultancies specifically for the UN system:

- Program evaluation: "More rights, more power for Brazilian women". Brazilian Secretary of Women's Affairs and 7 NGOs (Brasilia, Sao Paulo, Recife, Rio de Janeiro). UN Women Fund for Gender Equality (2014).
- Experience evaluation: Gender mainstreaming in Latin America and the Caribbean. UNDP Regional Center – Panama (2014).
- Experience evaluation: UNDP and Cuban efforts for mainstreaming the gender approach. UNDP Regional Center – Havana, Cuba (2014).
- Review and approval of the indicators for the Central American Security Strategy, a project of the Central American Integration System. UNDP Regional Center – Panama (2012).
- 2009 – 2011 Strategic Planning consultancy. Former UNIFEM and current UN Women Office – Uruguay (2009).
- Regional program evaluation: *Gender Sensitive Budgets*: Peru, Bolivia, Ecuador, Argentina, Honduras, Brazil. UN Volunteers – UNIFEM. (2008).
- Workshop leader for the regional planning program *Safe Cities for All*. UNIFEM Brazil and Southern Cone Office (2008).
- 2006 – 2007 Annual Planning consultancy. UNIFEM Brazil and Southern Cone Office (2006)
- Program evaluation: Gender, Race, and Poverty in Brazil. UNIFEM – DFID Agreement (2005).

Responsibilities: Mission management. Primary responsibility is to complete the promised products. Field work, and report drafting and submission.

National Consultant: María Goñi Mazzitelli. Sociologist with a Masters in Science, Technology, and Society (University of Quilmes – Argentina) and Diploma in Gender and Public Policies (School of Social Sciences – University of the Republic of Uruguay - UDELAR). UDELAR researcher, member of OBSERVATIC, the Academic Unit of the Scientific Research Sectorial Commission, and two UDELAR Research Groups that seek to expand understanding the gender perspective in different research issues.

She has been working for the past 10 years in different arenas: governmental (Ministry of Public Health and Ministry of Social Development – INMUJERES), research and education (University of the Republic), and civil organization (Cotidiano Mujer y Proderechos). She has promoted mainstreaming the gender perspective in public policy setting, research, and education for the purpose of delving further into gender based violence, the information and knowledge society, news media, rural women, and participation in the labor sector. She joined the feminist movement and participated in NGO action research projects. As for multi- and bilateral agencies, she has worked as an independent consultant for UNDP-ART, UN Women, ECLAC, and Spanish Cooperation.

Her efforts in advocating against gender violence led her to take part in the National Health Program on Women and Gender of the Ministry of Public Health, specifically in the area of Gender Violence and Health, from 2007 to 2009. At that time, she created the Domestic Violence and Health Referral Network and the Domestic Violence and Health Observatory. In 2014, she provided technical assistance to strengthen said network and to help draft institutional protocols for the Ministry of Public Health’s Domestic Violence and Health Program. Likewise in 2014, she promoted a debate and reflection on the relationship between public safety and gender violence at the University of the Republic.

Responsibilities: Identifying people / institutions as key informants. Monitoring and systematizing project data. Methodology. Assisting the drafting of the data gathering and processing tools (Excel files). Field visits. Drafting some chapters, based on interest. Presenting results.

iv Work plan

Below is the approved work plan:

EVALUATION STAGE	WEEK												
	1	2	3	4	5	6	7	8	9	10	11	12	
PRODUCT 1: Pre-report													
Meetings with Working Group and Project Coordination Unit. Background research. Data gathering tool design. Inception report drafting and submission													
PRODUCT 2: Inception report													
Field work. Data gathering technique development. Preliminary analysis of initial data. Workshop No. 1 for getting back the inception report: findings from the field work, comments, and first impressions.													
PRODUCTO : Final report													
Final report drafting: preliminary version and reception of comments. Report sent to counterparts and and reception of comments. Final report drafting.													
English translation of final report													

i. Evaluation questions

Lastly, the following evaluation questions were suggested by the Trust Fund and the Project Steering Committee and have been grouped under each Terms of Reference criterion.

EVALUATION CRITERIA	EVALUATION QUESTIONS
EFFECTIVENESS	1. To what extent did project outcomes and products connect and relate to development outcome delivery? What types of outcomes were delivered?
	2. To what extent was the project successful in advocating for legal or policy change? If it was not successful, explain why.
	3. In case the project was successful in setting up new policies and/or laws, is the legal or policy change likely to be institutionalized and sustained?
RELEVANCE	4. To what extent was the project strategy and activities implemented relevant in responding to the needs of women and girls?
	5. To what extent do achieved results (project goal, outcomes and outputs) continue to be relevant to the needs of women and girls?
	6. To what extent were the Project design and strategy relevant to national priorities (National Plan in the fight against Domestic Violence and Measures for life and cohabitation) and to CEDAW recommendation compliance?

EFFICIENCY	1. How efficiently and timely has this project been implemented and managed in accordance with the Project Document?
	2. To what extent did the Project management model (i.e. tolos, economic, human, and technical resources, organizational structure, information flows, technical and administrative management decisión making) contribute to achieving the intended products and outcomes? What type of obstacles did it face?
	3. Financially, how was project progress (pledged and executed amounts, total, broken down by agency, monetary units, and percentages)?
SUSTAINABILITY	4. How are the achieved results, especially the positive changes generated by the project in the lives of women and girls at the project goal level, going to be sustained after this project ends?
	5. To what extent did the CNCLVD and SIPIAV and their territorial expressions appropriate and/or support project implementation? Did the project improve communication and collaboration between the different governmental agencies that form the system responsible for dealing with domestic violence and GGBV? And between these and the civil society?
	6. Were operational capacities created and/or built for the national counterparts, including their territorial expressions, the news media, civil society, and women's organizations?
IMPACT	7. What are the unintended consequences (positive and negative) resulting from the project?
KNOWLEDGE GENERATION	8. What are the key lessons learned that can be shared with other practitioners on Ending Violence against Women and Girls?
	9. Are there any promising practices? If yes, what are they and how can these promising practices be replicated in other projects and/or in other countries that have similar interventions?

CHAPTER IV

EVALUATION METHODOLOGY

The evaluation was conducted to review the results achieved after the project implementation period. This was accomplished through different data gathering techniques in order to measure, analyze, and assess the planned outputs as a means of generating useful knowledge that allows for an accounting of the project development for all those involved in it.

The evaluation criteria used are effectiveness, relevance, efficiency, sustainability, impact, and knowledge generation, and each term is defined below:¹⁷

Effectiveness	To what extent were the project outcomes achieved? It is a study of outcomes anticipated to be assimilation or a product's result.
Relevance	To what extent were project outcomes consistent with the beneficiaries or the country's needs, global priorities, and partners and donors' policies (UN system in Uruguay policies and frameworks).
Efficiency	Measures the outputs in relation to the economic resources / inputs (money, suitability, time, etc.). Establishes the degree to which project products were achieved using the resources in the most efficient way.
Sustainability	Measuring whether the benefits of an activity are likely to continue after donor funding has been withdrawn. The likelihood of continued benefits over the long term.
Impact	Positive and negative, intended and unintended consequences of the project.
Knowledge Generation	Collection of lessons learned, novel contributions, and good practice that the knowledge generated and that can be seen as the generation of new knowledge.

The evaluation required the participation of different project stakeholders who were the direct beneficiaries as well as the Steering Committee in order to establish direct, ongoing communication with the evaluating team.

i. Sources of data (access to information and documents)

The sources of information were gathered using different primary and secondary tools. The former provided us new information from the designed evaluation data gathering

¹⁷ Guide for the Evaluation of Programmes and Projects with a Gender, Human Rights and Interculturality Perspective. UN Women March 2014.
<http://www.unwomen.org/~media/Headquarters/Attachments/Sections/Library/Publications/2014/Gu%C3%ADa%20de%20Evaluaci%C3%B3n%20de%20Programas%20ONU%20Mujeres%20-%20ESP%20pdf.pdf>

tools, while the secondary ones were reports and studies drafted during project implementation.

ii. Description of data gathering and analysis methods

The different data gathering methods allowed the evaluating team to collect opinions and perspectives from the project stakeholders. The following were the methods employed:

Semi-structured interview: The questions were designed for informants qualified to discuss the project.¹⁸

Online questionnaire: The team wrote mostly close-ended questions because it was an online tool and we wanted them clear for ease of answering, the results of which being precise answers on the topics we were researching. Therefore, this could be seen as a “highly structured interview”.

Focus Groups: Their purpose was to gather information during meetings with groups of people from around the country as well as from others involved in project activities.

Desk review: The review of materials drafted by project stakeholders to fulfill established goals assisted the team in understanding how the project was implemented.

The gathered information was analyzed according to the “Evaluation Matrix”, the criteria, and questions provided in the Terms of Reference.

iii. Description of the sample, indicators, and reference parameters

The unit of observation was the group of stakeholders directly involved in the proposed project outcomes and products, namely the CNCLVD and SIPIAV and their territorial expressions, as well as journalists and other sector representatives that can contribute to raising awareness and to pushing for cultural changes.

iv. Field work description

The evaluating team conducted the field work from July 20 to 29, 2015. Twenty-five qualified informants were interviewed, two focus groups were conducted, and twenty-one of the thirty-nine online questionnaires sent were completed and received.

The focus groups of representatives of the Departmental Commissions in the Fight against Domestic Violence and the Local Reception Committees purposed to include the largest number possible of departments in the four project regions; as a result, regions No. 3 and 4 were covered. Fifteen people from five departments (Montevideo, Maldonado, San José, Florida, and Durazno) attended the meetings that were held in two locations: the departments of Montevideo and Florida.

A third planned focus group was not conducted due to operational questions.

¹⁸ There is a list of names and institutions in the Appendices.

Focus group members included representatives from the Departmental Commissions in the Fight against Domestic Violence (CD) and the Local Reception Committees (CRL).

The online questionnaires were answered by chairs and secretaries of the CDs and the heads of the CRLs. The team sent 19 to the CDs and 20 to the CRLs and received 14 completed surveys from the former and 7 from the latter.

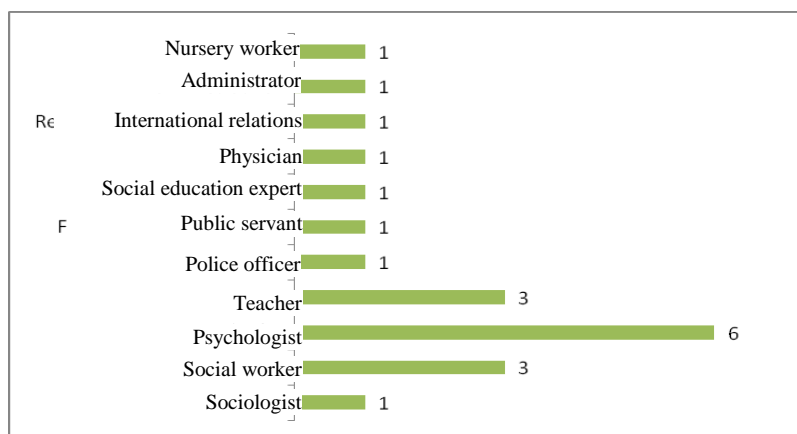
The following is the breakdown by department of CDs and CRLs that returned completed questionnaires:

CRLs: Artigas, Tacuarembó, Río Negro, Durazno, Rocha, San José, Montevideo

CDs: Salto, Paysandú, Tacuarembó, Rivera, Río Negro, Soriano, Colonia, Flores, Florida, San José, Treinta y Tres, Lavalleja, Maldonado, and Montevideo

Respondent profile is as follows: the majority were women (18 versus 3), and most of these were psychologists, social workers, or teachers.

FIGURE 6: ONLINE QUESTIONNAIRE RESPONDENTS' PROFESSION:



Source: Author's own creation based on questionnaires sent to the CDs and CRLs. 2015

The strategy used towards journalists included sending 120 online questionnaires to the people who attended the training courses in 2012. The team only received 14 completed surveys. For two weeks, the team followed up on the questionnaires but had no further success. Likewise, none of the planned focus groups were held for lack of response by those invited.

In order to fill in the gaps, the team used the evaluations provided by each journalist that attended the courses, which supplied their assessment regarding the contents, theory, relationship to the discipline, methodology, and meetings dedicated to each topic.

CHAPTER V

FINDINGS AND ANALYSIS BY EVALUATION CRITERION

The evaluation Terms of Reference provide the final report structure as well as the Trust Fund and project counterpart – in this case the Steering Committee – questions that must be answered in order, following the Evaluation Matrix criteria. Therefore, each of the following chapter sections will focus on one of these criteria.

1. CRITERION: EFFECTIVENESS

There are 3 questions under this criterion that must be answered. We will answer them in the order they are given in the ToR.

To what extent did project outcomes and products connect and relate to development outcome delivery? What types of outcomes were delivered

First off, we begin with **synergies**. The *Uruguay Unites to End Violence against Women, Girls, and Adolescents* project is a novel initiative in the region in that the primary stakeholders that proposed and implemented it were the civil society, the government of Uruguay, and the United Nations System. Representing the government were two inter-institutional work spaces: the National Advisory Council in the Fight against Domestic Violence (CNCLVD), created by way of the 2002 Domestic Violence Act, and the Comprehensive System for the Protection of Children and Adolescents against Violence (SIPIAV), created in 2007. The members of both bodies operate in various public sectors.¹⁹ The Uruguayan International Cooperation Agency (AUCI) furthermore took part on the government's behalf. As for the UN, the system in Uruguay has been following the *Delivery as One* approach since 2008, and as such the agencies that engaged in this project were the UNFPA, UN Women, UNDP, UNESCO, the IOM, and the Office of the Resident Coordinator. Lastly, the civil society was represented by the Uruguayan Network against Domestic and Sexual Violence formed by more than 30 civil society, women's, and others organizations that are part of the SIPIAV alike.

These three stakeholders appointed representatives to sit on the project Steering Committee, which is herein described in more detail in section 3. During the 2012-2014 implementation period, the group met 31 times, practically once a month, and promoted the formation of seven working groups, the membership of which responding to both the expertise and interest of those invited to join. The working groups dealt with the project's concrete products and/or its expected outcomes, namely Plan II, Territorial Activities, Comparative Law Review, Violence and Sex Crimes, Survey, Communication, and Human Trafficking.

Along different lines, project design stressed the decentralization of activities. As a result, the CNCLVD and SIPIAV territorial expressions, called Departmental Commissions in the Fight against Domestic Violence (CD) and Local Reception Committees (CRL), respectively, were engaged in the strategies and actions.

¹⁹ Refer to Chapter I for the institutions that form these state bodies.

As for **coherence**, it is important to note that since 2010, the year the two inter-institutional work spaces joined forces to prepare the proposal which was submitted to the Trust Fund the following year, they continued to agree that the project beneficiaries would be women, children, and adolescents and the primary aim would be to promote the prevention of gender based violence and the attention of its victims as well as to differentiate the approach by adding a generational stamp. Nevertheless, they were unable to fully realize this goal due to conceptual difficulties and practical action for linking both perspectives under one of the project objectives: drafting and approval of the II National Plan to End Gender and Generation Domestic based Violence.

After the project closed out, the final results were as follows:

- **Result No. 1:** CNCLVD and SIPIAV strengthened their institutional capacities, optimizing their arrangements and territorial expression, to better address GGBV.

Product 1.1: II National Plan to end gender and generation domestic based violence validated by CNCLVD and SIPIAV, disseminated and budgetary strengthened.

The CNCLVD and SIPIAV agreed to design a comprehensive plan encompassing both the gender and generation perspectives, yet it remains undrafted because of the different views of the various stakeholders involved in the Plan II working group. The field work uncovered a variety of reasons why this document was not written: a) delays in Plan I assessment, an essential step in developing Plan II, b) weak leadership to deal with the in-group tension between writing a plan that included both gender and generation approaches and one that only included gender, and c) the hectic election-year calendar during the final stretch of project implementation. A preliminary plan was drafted and can be used as the foundation of the definitive document and its indicators.

Product 1.2: Inter-sectorial coordination instances between the territorial representations of the CNCLVD and SIPIAV in place.

The National Technical Assistance Consultancy (ATN) and Regional Technical Assistance Consultancy (ATR) hired by the project created a series of internal papers that systematized the data and that aimed at monitoring territorial-based actions.²⁰ The project purposed to build CD capacities and to improve the collaboration between the CDs and the CRLs; however, we will discuss that even though most of the departments did have these coordinating bodies, the joint strategic and operational plans were not prepared. Two regional seminars, in which 216 CD and CRL members participated, were held under the capacity building strategy, and other representatives of these two bodies were appointed to sit on round tables and to attend international seminars and training sessions.

- **Result No. 2:** Uruguay has a project to reform the national legal framework on GGBV approved by key stakeholders and supported by the majority of parliament.

²⁰ The 2012 ATN-submitted work plan outlined its tasks as: assist the CNCLVD and SIPIAV in strengthening their actions and support project implementation and monitoring. The ATR was responsible for bringing project developed activities to the territories and to strengthen the cooperative work between the CRL and CD participating stakeholders.

Product 2.1: Comparative study of legal frameworks in countries with greater development in gender and rights issues and definition of existing legal gaps and recommendations.

This legal framework study was indeed completed, an effort that required an exhaustive review of the comparative legislation as well as intersectorial round table discussions. The respective working group, formed by governmental agencies and the United Nations System, in particular the UNDP, laid the groundwork for an integral law that would guarantee women a violence-free life. In addition, the project kept in touch with the bipartisan women's caucus, whose lawmakers received advice and information on topics related to the national debate, particularly the penal code and penal processes reform which featured out of date provisions that undermined the equality of women.

Product 2.2: Violence and sexual offenses protocol for action institutionalized

Despite the formation of a specific working group for this output, the violence and sexual offenses protocol was not completed. The results of the debates did inform a document on violence and sex crimes: *Bases para el diseño de una estrategia interinstitucional de abordaje de la violencia sexual* [Foundations for designing an inter-institutional strategy for dealing with sexual violence].

- **Result No. 3:** Uruguay has timely, reliable and consensual information on GGBV

Product 3.1: Survey on GGBV agreed among CNCLVD and SIPIAV, conducted and findings published.

To generate this output, the respective working group was comprised of representatives of public institutions and the United Nations System, particularly UNFPA. It received assistance from an international consultant and partnered with the Uruguay Statistics Institute (INE). The survey was applied in 2013 and presented publically in November 2014. It is the first survey of its kind to be used nationwide, and its results established a baseline for GGBV monitoring. The partnership and work with the INE led to the capacities of its professionals being built.

Result No. 4: Government bodies and civil society organizations contribute to preventing GGBV through communication and training strategies that further the incorporation of the human rights, gender, and generational perspective in the treatment of information and the attention of women, children, and adolescents.

Product 4.1: CNCLVD and SIPIAV design and implement a nationwide communication strategy.

This objective was only partially met; while the CNCLVD and SIPIAV did design a communication strategy between them both, the entire product did not come to fruition since the communication between the CDs and CRLs in the territories remains limited, as will be discussed later.

Product 4.2: Tool for addressing GGBV appropriately developed for the media, and journalist's awareness achieved.

The project put forth decided efforts to work with the news media and journalists; the respective working group was comprised of a variety of counterpart and UNESCO representatives. Some of what it achieved was: 1) a qualitative study conducted on how the Uruguayan press covers new stories related to violence: “*Tratamiento de VBG en medios de comunicación y fuentes informativas*” [GGBV treatment in the news and information sources], 2) quantitative study (baseline) conducted on the treatment of gender based violence in the news media, 3) training workshops held for journalists working throughout Uruguay, in which 120 professionals from 11 departments attended, 4) journalism research contest on GGBV run (six differently formatted proposals won awards), 5) pamphlets created and TV spots broadcast regarding the events of November 25, and 6) a journalist’s handbook with guidelines on covering news story from a gender and generation approach developed. It is noteworthy that project efforts toward radio, print, and TV journalists were consistent during implementation year one (2012) but tapered off over the subsequent two years. A monitoring strategy for these actions was not prepared, and even some of the products were not distributed as quickly as was required.

Product 4.3: Secretary General Campaign appropriated at the local level.

The Secretary General Campaign on GGBV was developed through Uruguay’s Central Information Agency (IMPO), ²¹ producing and spreading messages about violence against women and children in a variety of formats.

Product 4.4: Training of trainers’ strategy and operator in GGBV implemented.

A wide range of internal training actions and discussion sessions on concept papers were conducted to introduce the gender and generation approaches into the debate on the issue of violence. In particular, workshops and seminars on human trafficking for sexual exploitation were conducted for judges, prosecutors, Ministry of the Interior, public servants, and journalists around the country. In total, 200 people attended these functions. The working group, with the IOM as its main driving force, made progress on attaining pledges from judges and prosecutors to detect, prevent, and deal with the related cases.

In overall terms, the participating stakeholders rated the project positively since it opened up a space for reflection and idea exchange from a range of perspectives. The commitment of the project stakeholders must be underscored since the engaged members of public institutions, United Nations System, and civil society organizations dedicated hours of their time and energy – all unpaid and unaccounted for vis-à-vis project funds – in the quest for making this proposal a success.

The adopted project structure, namely General Coordination, Steering Committee, and working groups, enabled tasks to be completed and decision to be made on a collective basis. The interviewees reported that the sheer number of perspectives and experiences could have weakened the operation of the Steering Committee and the working groups. Some of the problems cited were the difference in decision making “periods” of government agencies and cooperation agencies, the vast number of stakeholders in the project and the democratic decision making process installed, which actually

²¹ <http://www.impo.com.uy/>

decelerated said process, and budget execution transparency policies that failed to set forth a hierarchy of decisions whereby “ordinary” ones would be treated differently from those requiring contracts.

The following table provides the working papers and publications in relation to the project outcomes for the CNCLVD and SIPIAV:

TABLE No. 2. STUDIES AND PAPERS PRODUCED IN RELATION TO PROJECT RESULTS

Result 1	Result 2	Result 3	Result 4
Concept paper on gender and generation intersection	Foundation for designing an inter-institutional sexual violence strategy	National Survey on the Prevalence of Gender and Generation based Violence	Design of a communication strategy and plan for preventing and ending gender based violence
CNCLCVD and SIPIAV regulations	Comparative study of legal frameworks regarding gender and generation.		Gender and generation based violence: a communication perspective. Journalist's handbook for covering domestic violence.
Inputs for the new Regulations of the Departmental Commissions in the Fight against Domestic Violence			Quantitative study: Analysis of the treatment of gender based violence in the Uruguayan news media (2012-2013).
Involvement of the Judicial Branch in the CNCLCVD and CDs. General aspects associated with the SIPIAV, CNCLCVD, and CDs.			Qualitative study: News media and information sources in the treatment of gender based violence (2012)
The role of child advocates in the rights protection processes versus situations of violence			
Proposed CRL-SIPIAV regulations			
Violence against children and adolescents from the perspective of judicial intervention			
Basic description of courts and of their functions			
Comparative study of protocols, handbooks, and other documents for			

dealing with situations of domestic violence involving children, adolescents, and women in Uruguay			
Strengthening gender and generation based violence territorial policies.			

Source: 2012-2014 Implementation Report

To what extent was the project successful in advocating for legal or policy change? If it was not successful, explain why.

In case the project was successful in setting up new policies and/or laws, is the legal or policy change likely to be institutionalized and sustained?

The main results listed above are, in the opinion of the evaluators, the basis for answering these questions. Neither were new laws enacted as a result of the project, nor was a policy to end violence institutionalized and supported by the II National Plan to End Gender and Generation Domestic based Violence. However, the foundations were laid for new legislation and policy, as will be discussed in the coming sections:

- The National Survey on the Prevalence of Gender and Generation based Violence is an essential benchmark for policy building since it provides reliable data. It will furthermore become a tool for lobbying before politicians, lawmakers, and civil society stakeholders.
- The comparative review of legal frameworks and laws related to violence against women, children, and adolescents was completed and proposal papers were produced that can be used to help draft a bill of an updated Domestic Violence Act by introducing new approaches and policy areas. The essential documents were discussed with members of the bipartisan woman's caucus, who pledged to place the issue on the legislature's agenda.
- While the project did not complete the violence and sexual offenses protocol, the working group on sexual violence did invite professionals from different government sectors, the judicial branch, and prosecutor's office to three round tables and seminars in 2013 and 2014 to develop the concepts and guidelines that would lead to the drafting of a protocol. What it generated was the paper, "*Violencia y delitos sexuales. Bases para el diseño de una estrategia interinstitucional de abordaje de la violencia sexual*" which reviewed Uruguayan and international legal frameworks and laid out a strategy that could be used as background for implementing the protocol.
- Although the project did not achieve any specific outputs, the human trafficking for sexual exploitation working group and the inter-institutional round table on the issue, led by the Women's Institute, promoted the debate of a bill of a law on human trafficking and the trafficking of immigrants.
- The baseline quantitative study on the treatment of GGBV in the news media, despite not being a policy in the strictest sense, could be used to help monitor the media in the future. Moreover, the Journalist's handbook for covering domestic violence was distributed to the interested parties.
- In a last ditch effort to reconcile the opposing viewpoints of the much awaited II National Plan to End Gender and Generation Domestic based Violence, the Steering Committee hired an international consultant in 2015 who laid out the main components for drafting the definitive plan.

We could conclude on a preliminary basis that the objectives, results, and outputs were consistent with the project and provided it feedback as a means of increasing its impact. The project implementation period of 2012 to 2014 occurred at the same time that significant changes were taking place in Uruguay regarding greater rights for the people, particularly concerning social protection. Furthermore, some of the most important outputs that were brought up by the interviewees, like the National Survey on the Prevalence of Gender and Generation based Violence and legal framework study, coincided with the changing times and will fuel new public policies in the future.

2. CRITERION: RELEVANCE

This criterion asks three questions, which we will answer in two parts since the notion of relevance could be repeated in both parts:

To what extent was the project strategy and activities implemented relevant in responding to the needs of women and girls?

To what extent do achieved results (project goal, outcomes and outputs) continue to be relevant to the needs of women and girls?

Figure No. 4 of Chapter I illustrates the depth of the problem of violence towards women in Uruguay. As was mentioned, it is an astounding contrast to see that one of Latin America's most economically and socially developed countries that furthermore boasts political stability and some of the lowest levels of social inequality also features one of the highest rates in the region of women being killed by either their current or former partner, on par with El Salvador's. This information alone would be enough to justify this project's relevance. Yet there is another reality lying "behind closed doors" that is as equally important and troublesome, namely violence against children. A UNICEF-ECLAC report on that issue cites that 82% of Uruguayans interviewed (1100 interviews conducted) reported some form of either physical or psychological domestic violence towards a child, the highest rate in the region. Despite the different instruments used to compare these rates among Latin American countries, this figure is quite alarming.²²

As stated above, the project generated outputs and laid the foundations for a wide range of possible actions; to mention just a few, there are nationwide statistics to help monitor violence, intense efforts to connect the attention and prevention of violence against children and adolescents with violence against women, strengthening of decentralized bodies dealing with the issue of violence (CDs and CRLs), as well as a wide range of working papers, such as a journalist's handbook on covering violence, conceptual studies, and proposed strategies for dealing with sexual violence.

When talking about strategies, it is important to realize that this was not a project that provided direct aid to the victims of violence; rather, it was an initiative bent on building the response capacities of the stakeholders directly linked to the issue and on producing tools to help them comprehensively manage it. As a result, the primary strategies were agreed to under the following target framework:

²² Consult "Maltrato infantil: una dolorosa realidad puertas adentro" [Child abuse: a painful reality behind closed doors.]. ECLAC/UNICEF [http://www.unicef.org/lac/Boletin-Desafios9-CEPAL-UNICEF\(1\).pdf](http://www.unicef.org/lac/Boletin-Desafios9-CEPAL-UNICEF(1).pdf)

Training strategy: for transmitting tools, raising awareness, and professionally strengthening agents. Training seminars and workshops were held for judges, prosecutors, journalists, and representatives of the ministries of health, interior, education, etc. as well as the Uruguay Statistics Institute. Participants in the training sessions came from 19 of the country's departments and included professionals, technical personnel, and members of social organizations.

Knowledge generation strategy: the project-generated knowledge has been placed at the disposal of academia and the society at large through different institutions' websites and include such outputs as the National Survey on the Prevalence of Gender and Generation based Violence, a bill of an up-to-date law on violence, a qualitative and a quantitative study on how the news media does and does not cover stories of violence, concept papers on gender and generation. These materials are furthermore powerful advocacy tools for furthering policies on violence.

Decentralization strategy: the project strove to extend its reach throughout the nation, thereby contributing to improving the attention and prevention of violence. In spite of the difficulties that could have arisen based on the differences in certain regions, for which more personalized responses would need to be designed, agents from 19 departments as well as journalists from around the country took part in training and discussion sessions.

To what extent were the Project design and strategy relevant to national priorities (National Plan in the fight against Domestic Violence and Measures for life and cohabitation) and to CEDAW recommendation compliance?

The different project-proposed results, its design, and implementation strategies took into account national priorities on the issue. As such, it lined up with the objectives of the I National Plan in the Fight against Domestic Violence, measures for a violence-free country, and CEDAW recommendations.^{23 24 25}

As a preliminary conclusion, we could state that the proposal was highly relevant, given the national context, in particular the cases where women have been killed either by their current or former partner, but also from the perspective of the cases of physical and psychological violence against children.

One noteworthy aspect is that the set of documents produced under the different results is an essential contribution to the issue whereby greater understanding of it was reached. Likewise, it is a political advocacy tool as well as an input for the debate and reflection of each of the participating stakeholders.

²³ http://www.inmujeres.gub.uy/innovaportal/file/18258/1/consejonacconsluchavd_1_2004-2010.pdf

²⁴ http://www.inmujeres.gub.uy/innovaportal/file/18258/1/medidas_hacia_un_pais_libre_de_violencia_domestica.pdf

²⁵ http://www.inmujeres.gub.uy/innovaportal/file/40730/1/informecedaw2015_web-baja.compressed.pdf

3. CRITERION: EFFICIENCY

The evaluation questions for this criterion are the following:

How efficiently and timely has this project been implemented and managed in accordance with the Project Document?

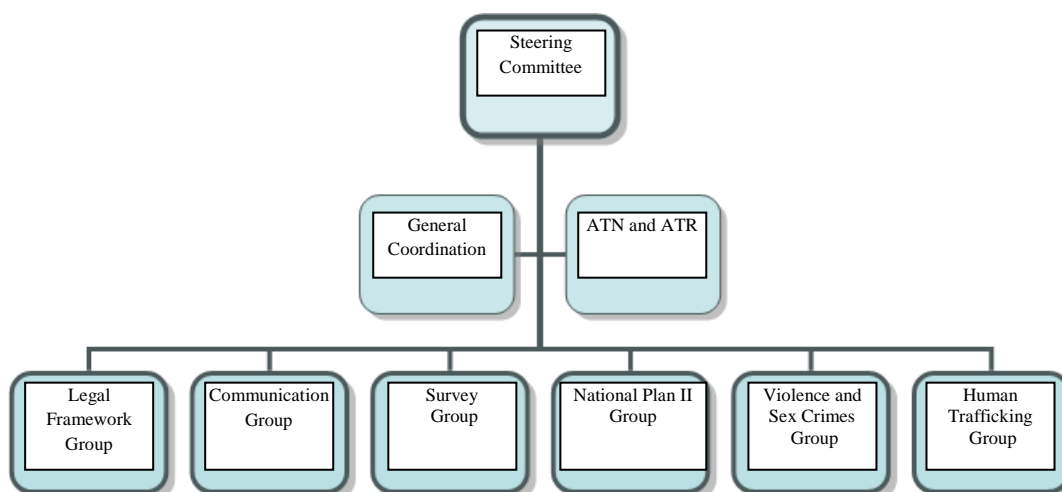
As discussed above, a project submitted by two inter-institutional work spaces, whose members operate in different public sectors (health, education, culture, interior, social development, Uruguayan International Cooperation, etc.), the United Nations System, and a network of 33 civil society organization is quite a management and implementation challenge. At certain times, the democratic decision-making and budget transparency processes caused a certain amount of administrative inefficiency. Nevertheless, the project was implemented in a timely fashion, and its structure was such that a wide range of actors were engaged. Since the Uruguayan elections took place in 2014 and it was assumed that government personnel and leadership might change accordingly, an additional 6 month period, with no additional cost, was requested in order to fulfill the proposed activities. The project officially closed on June 30, 2015.

To what extent did the Project management model (i.e. tools, economic, human, and technical resources, organizational structure, information flows, technical and administrative management decision making) contribute to achieving the intended products and outcomes? What type of obstacles did it face?

A Steering Committee was formed to direct the project, and it included representatives from all sectors. Its decisions were issued as resolutions, and all administrative, financial, and strategic aspects were discussed at its meetings. The project coordinator played an essential role in directing and organizing meetings as well as sending the necessary materials and documents beforehand and each set of meeting minutes afterwards.

The results of the interviews revealed that there were two views regarding the nature of the Steering Committee. On one hand, it was seen as a body that would guarantee horizontal decision-making in terms of the outcomes and products to be developed throughout the course of the project. On the other hand, some believed that this horizontal structure did, at times, slow down the process to make certain decisions. One example of this type of situation was the failed attempt at preparing the National Plan II to End Gender and Generation Domestic Based Violence during the life of the project. It took almost one year to reach an agreement on the Plan I evaluation, and one part of the Steering Committee felt its results were unsatisfactory. In the subsequent biennium, the committee members debated for months on the Plan II pillar: gender and generation, but no agreement was reached. Thus, the period ended without the planned result.

FIGURE No. 7: PROJECT ORGANIZATIONAL STRUCTURE



At a different level, there were the working groups, whose membership was smaller and where the concrete products bounded by the framework of each one of the project's proposed results could be dealt with. Representatives from all CNCLCVD and SIPIAV-related institutions were able to participate in the working groups, based upon their specialty and that of their respective institution. Furthermore, members of the United Nations System and the civil society could also sit in on the working groups, although the latter group did not maintain a consistent presence on them. Certain working groups decided to hire technical consultants to assist with the development of the anticipated products. Collectively, the working groups agreed on how these individuals would be hired, the terms of reference, and selection process.

The project implemented a decentralization strategy for the purpose of building the capacities of local CNCLCVD and SIPIAV members. This was accomplished by entering into contracts with two so-called National Technical Assistant Consultancies (ATN) which helped to strengthen both the CNCLCVD and SIPIAV and supported project implementation and monitoring. The ATNs drafted a series of essential concept papers and operational documents for Result No. 1 which fed the internal discussion and provided information to the different stakeholders.²⁶

Four Regional Technical Assistance Consultancies (ATR) were contracted to help at the local levels, each dedicated to one of the four regions into which the country had been divided. They were responsible for bringing project activities to their respective region and to strengthen the collaboration and cooperation among the different stakeholder members of the Local Reception Committees and Departmental Commissions in the Fight against Domestic Violence.

²⁶ The documents are listed in Table N°2.

While the ATRs were important, the contracts with them had to be terminated before the project closed out since budget cuts affected funds allocation. This was one of the issues identified in the development of the territorial strategy since the flow of communication between the central and territorial bodies was limited, among other problems.

Two of the reasons for the imbalance in project administration were, on one hand, the budget cuts since the individual contributions pledged by each agency were unmet and, on the other hand, the disagreement between the Trust Fund and the Steering Committee during project implementation year two that concerned budget line allocation which, furthermore, caused a shrinkage of available funds.

In short, the project's democratic, horizontal management structure, while being a wise course of action, did slow down the implementation of activities, given the tension between participation and efficiency. However, not all working groups were equally successful in meeting their anticipated goals, primarily because of issues dealing with internal planning and their members' expertise in the respective specialty area.

Financially, how was project progress (pledged and executed amounts, total, broken down by agency, monetary units, and percentages)?

Completing this information required asking for the financial data from the engaged group of UN agencies. The Trust Fund contributed USD 999,999.00, and the agencies pledged to contribute USD 373,465.00 in the initial project budget.

As for the Uruguayan government, it promised and did contribute a sum of USD 352,500.00

Table No. 3 shows the Trust Fund request and the agencies' pledges and actual contributions. The gap between the pledge and the payment was significant in most cases. This caused unforeseen adjustments during the course of the project.

TABLE No. 3: REQUESTED AND EXECUTED BUDGET

AGENCY	TF REQUEST	CONTRIBUTION PLEDGED	CONTRIBUTION EXECUTED	TOTAL
UN WOMEN	USD 417,085	USD 242,396	USD 12,401	USD 429,486
UNFPA	USD 306,020	USD 84,260	USD 44,330	USD 350,350
UNDP	USD 179,525	USD 18,469	USD 15,000	USD 194,525
IOM	USD 47,080	USD 5,980	USD 4,000	USD 51,080
UNESCO	USD 50,289	USD 22,360	-----	USD 50,289
SUB-TOTAL	USD 999,999	USD 373,465	USD 75,731	USD 1,075,730

Source: Original project document and information provided by each UN agency

Given the proposed characteristics for project management – based on and similar to the rest of the joint programs conducted under the *Delivery as One* approach in Uruguay – the money was allocated to hiring a coordinating unit that would monitor and follow up on the project as well as direct implementation efforts among and between the United Nations System and national counterparts (government and civil society). The unit was under the direction of the Steering Committee in which all national counterparts were involved.

Along different lines, the project anticipated allocating funds to procure basic equipment, particularly computer-related items for the technical assistance activities conducted to strengthen the CNCLCVD and SIPIAV capacities. National counterparts provided their own facilities and equipment for implementing this joint project. Professional from the Uruguayan institutions and those from the United Nations System leveraged their knowledge and gave hours of work – without pay – to implement this project.

▪ **CRITERION: SUSTAINABILITY**

The questions concerning project outcome sustainability will be answered with the information gathered from focus groups, online questionnaires, and interviews.²⁷

How are the achieved results, especially the positive changes, going to be sustained after this project ends?

The project engaged several public institutions that are committed to fighting violence against women, children, and adolescents. This commitment is expressed through measures taken by the Uruguayan government to protect victims, to care for them, and to prevent violence from happening, as we have mentioned above. The opinions gathered during the field work revealed that the project was a work and exchange space that remains a type of lesson far beyond the concrete results achieved. Thus, the project has been laid as a keystone upon which the CNCLCV and SIPIAV can build future initiatives.

That the project was a work and exchange space that remains a type of lesson far beyond the concrete results achieved

It furthermore strengthened the resolve of institutions by providing them instruments for political advocacy such as the National Survey on Preventing Violence, the systematizing, comparison, and updating of laws regarding gender based violence, training and awareness raising exercises on human trafficking for sexual exploitation and of immigrants. In the same way, the analysis and operational tools given to a wide range of stakeholders, like police officers, judges, and prosecutors throughout the country, have strengthened their professional experience, and they can be used as reference material in the future. Likewise, the drafting guidelines of the Second National Plan to End Gender and Generation Domestic based Violence are important inputs for its future creation and that of its indicators.

The interviewees admitted that the project-related products require further appropriation by the associated institutions so the professionals working in them can leverage their

²⁷ Refer to Chapter IV for more information on the online surveys, their origin, and the respondents' profile.

quality and relevance. One of the challenges raised after project close out was how these resources were going to be used.

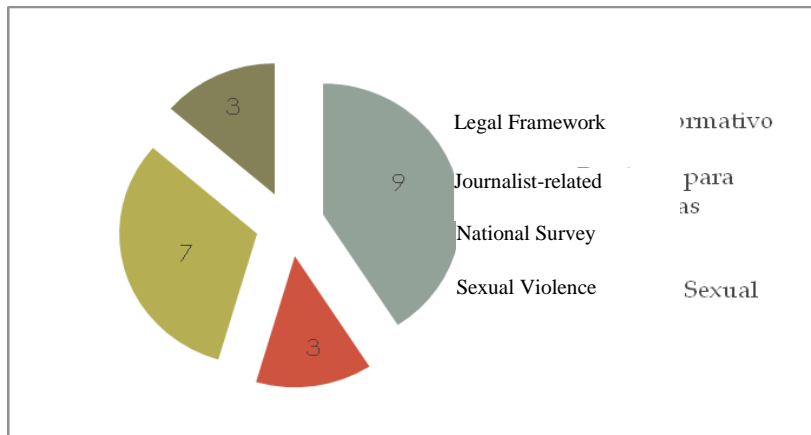
To what extent did the CNCLVD and SIPIAV and their territorial expressions appropriate and/or support project implementation?

The project was a strategic gamble made by the CNCLVD and SIPIAV to construct a joint approach towards ending gender and generation based violence and to strengthen related institutions as a means of improving the quality of life for the female, children, and teenage victims of violence. As such, the responsible, related agencies joined forces in concrete ways, such as allocating human resources for management, activity coordination, and document production throughout the life of the project.

The CNCLVD and SIPIAV and their territorial expressions, as the primary stakeholders, took ownership of the project products at varying degrees depending on territorial differences, the created coordinating bodies, and the institutions that took part in them. Some of the stakeholders did use the National Survey on the Prevalence of Gender and Generation based Violence to a greater extent, whereas others felt that the legal framework studies or activities surrounding human trafficking were more relevant.

The following figure shows that the legal framework studies and debate for updating sexual violence legislation was the most used product at the territorial level, followed closely by the National Survey on the Prevalence of Gender and Generation based Violence.

FIGURE N°8 MOST USED PRODUCTS AT THE TERRITORIAL LEVEL



Source: Author's own creation based on results of CD and CRL questionnaires. 2015

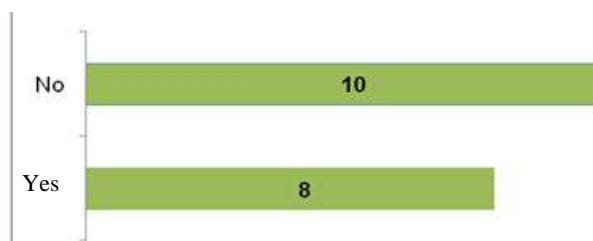
While the majority of the products were distributed internally to the Departmental Commissions and Local Reception Committees, it was quite the opposite when interviewees were asked whether these were provided to the local news media.

FIGURE No. 9: DISTRIBUTION OF PROJECT MATERIALS IN THE REGIONS.

WERE THE PROJECT PRODUCTS DISTRIBUTED AMONG THE PARTICIPATING INSTITUTIONS?



WERE THE PROJECT MATERIALS DISTRIBUTED TO THE PRESS?



Source: Author's own creation based on results of CD and CRL questionnaires. 2015

The Regional Technical Assistance Consultancies (ATRs) played an important role in the decentralization and institutional strengthening strategy since they fueled and/or consolidated the Departmental Commissions. In turn, this strategy built an increased and improved relationship with the SIPIAV Local Reception Committees.

The National Technical Assistance Consultancy (ATN)-drafted paper, “*Fortalecimiento de las políticas territoriales en Violencia Basada en Género y Generaciones*” [Strengthening Territorial Gender and Generation Based Violence Policies], broached the subject of the variety of possible contexts in the territories and suggested strategies that could be implemented there. In its final report, the ATR discussed the different ways in which the planned activities were introduced in the territories because of the various settings.

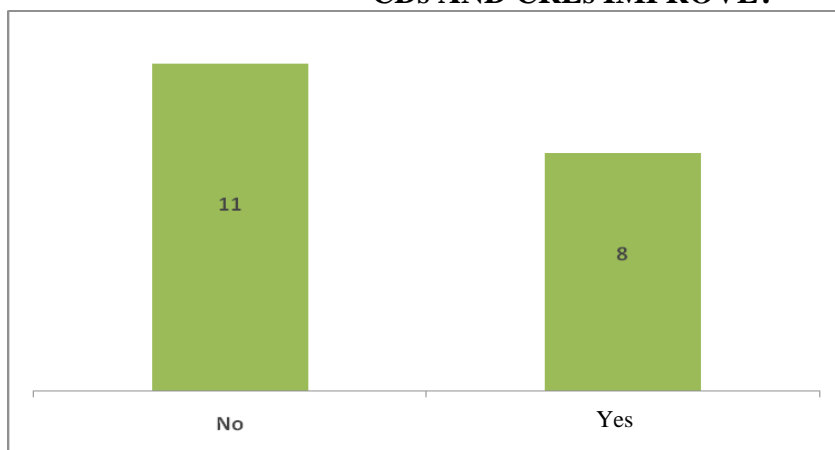
Did the project improve communication and collaboration between the different governmental agencies that form the system responsible for dealing with domestic violence and GGBV? And between these and the civil society?

One of the functions of the ATR was to strengthen the territorial collaboration between the Departmental Commissions and Local Reception Committees, but not every department had the latter. These were gradually created, and it was not until late 2014 that most of the country enjoyed their presence. Based on report and interview analysis, it would seem that the ATRs accompanied the Departmental Commissions to a greater degree than they did the Local Reception Committees. And while both entities closed in on the goal of closer collaboration, it is important to remember that these two operated

differently and had different objectives: the CRL mandate is to provide direct aid to cases of violence under its jurisdiction, while the CD was in charge of implementing CNCLCVD-prepared policies and actions with regards to gender and generation based violence prevention and victim attention.

When studying the question of whether or not communication between the two territorial expressions improved, the answers revealed that “internal communication channels” only partially improved, as shown in the following figure.

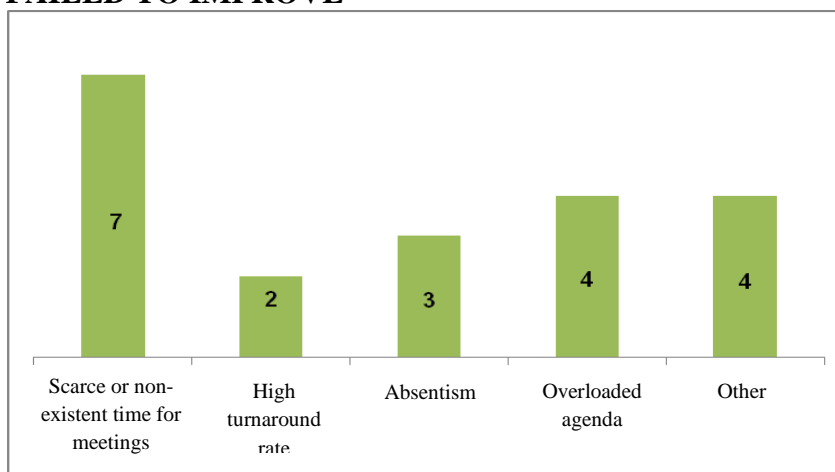
FIGURE N° 10 DID THE COMMUNICATION CHANNELS BETWEEN THE CDs AND CRLs IMPROVE?



Source: Author's own creation based on results of CD and CRL questionnaires. 2015

The reason why the “internal communication channels” did not improve might be found in the characteristics of public sector representatives, such as the high turnaround rate for positions or overloaded agendas; the rest of the answers are shown in the following figure.

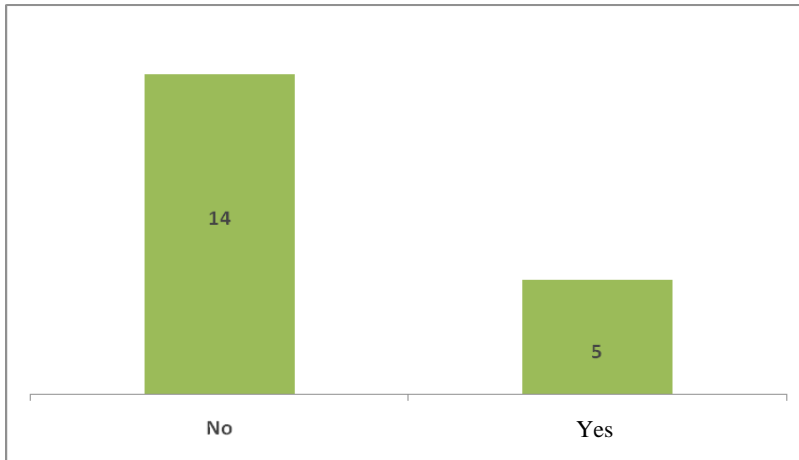
FIGURE No. 11: REASONS WHY INTERNAL COMMUNICATION FAILED TO IMPROVE



Source: Author's own creation based on results of CD and CRL questionnaires. 2015

Along different lines, the project purposed to create a joint communication strategy between the CDs and the CRLs to provide information and to raise awareness in the local population and news media on the issue of violence. The following figure shows the majority of people believed it was not achieved.

FIGURE No. 12: COMMUNICATION STRATEGY FOR INFORMING AND RAISING AWARENESS IN THE POPULATION ABOUT VIOLENCE



Source: Author's own creation based on results of CD and CRL questionnaires. 2015

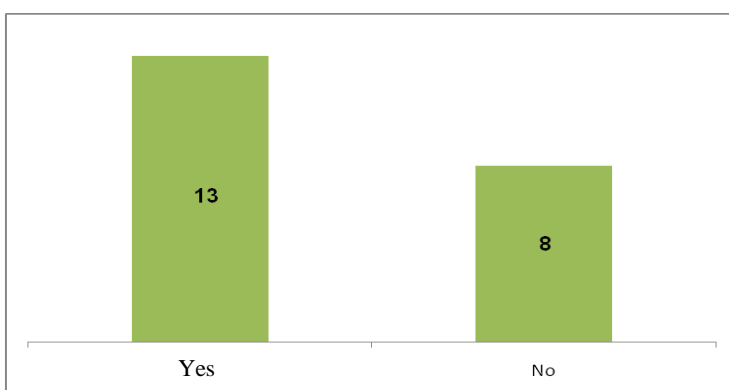
The strategy might have helped with planning greater and more efficient communication efforts on the topic, defining its approaches according to the region, and providing greater visibility of both territorial expressions.

As for communication and collaboration with civil society, most interviewed stakeholders pointed out that these two aspects were neither continuous nor sufficient at the central level. For example, there was very limited participation by the civil society in all but one working group, namely the Plan II group. In contrast to the central level, the civil society participated much more dynamically away from the capital; the perception of the focus group members was that social organization involvement was constant at project-related meetings and activities.

Were operational capacities created and/or built for the national counterparts, including their territorial expressions, the news media, civil society, and women's organizations?

In terms of strengthening territorial operational capacity, the interviewees deemed that the CDs and CRLs did form coordinating spaces for joint activities, as shown in the following figure.

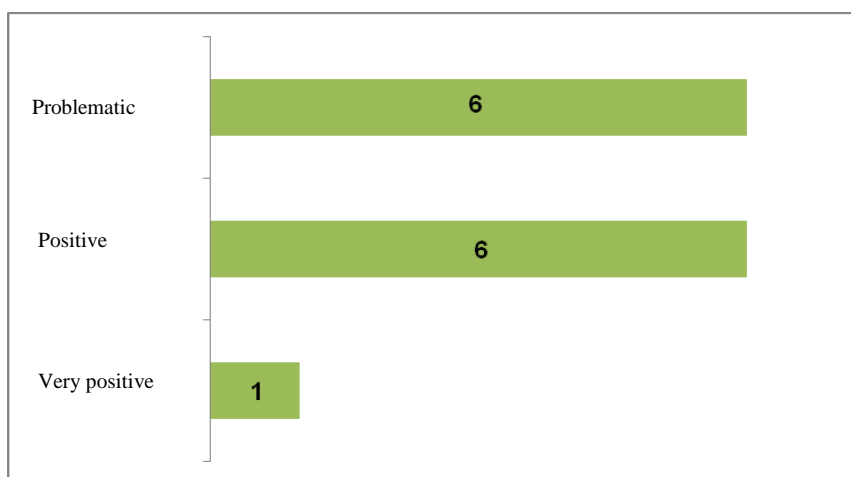
FIGURE No.13: WERE COORDINATING SPACES FOR JOINT CD-CRL ACTIVITIES CREATED?



Source: Author's own creation based on results of CD and CRL questionnaires. 2015

Assessment of the 13 spaces ranged from positive to problematic, depending on the answers given:

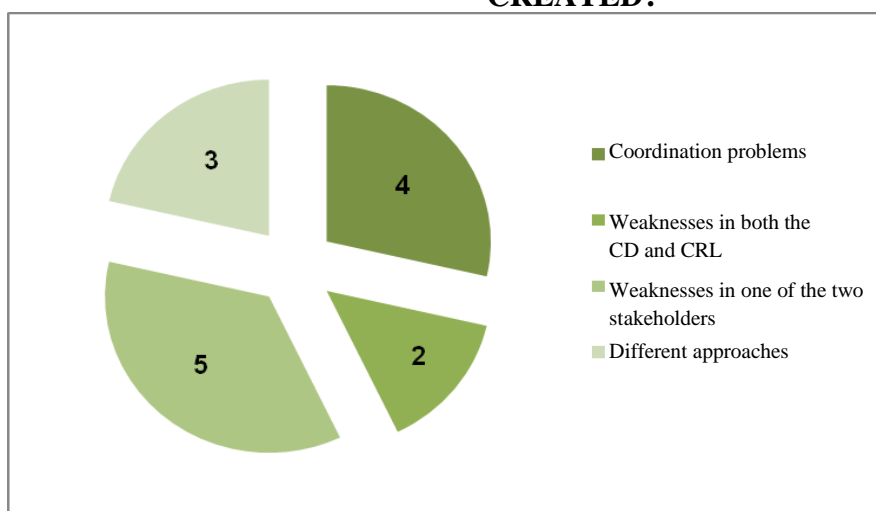
FIGURE No. 14: HOW DO YOU RATE THE COORDINATING SPACES?



Source: Author's own creation based on results of CD and CRL questionnaires. 2015

The main reasons why the CD and CRL-coordinating bodies were not formed in some of the departments, namely weaknesses of one of the stakeholders and/or problems with collaboration, are given in the following figure.

FIGURE NO. 15: WHY WEREN'T CD-CRL COORDINATING SPACES CREATED?



Source: Author's own creation based on results of CD and CRL questionnaires. 2015

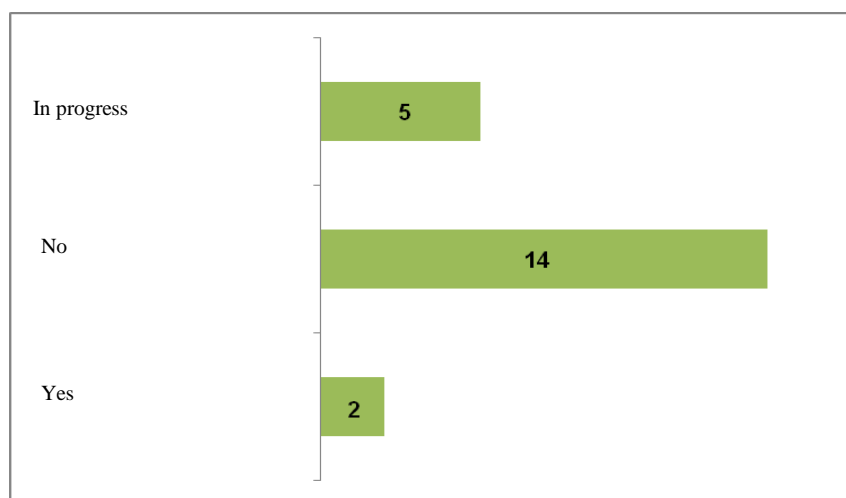
The questionnaire sent to different departmental stakeholders inquired about the activities that had been conducted jointly, limiting the number that could be cited to a maximum of three. Most answers centered on the activities of November 25. The most important ones cited were as follows:

- Domestic violence awareness raising workshops
- Meetings on different topics (sexual exploitation, domestic and gender-based violence, comparison of protocols from different sectors)

- Handouts and awareness raising materials (audiovisual material related to November 25, banners, pamphlets)
- Violence intervention strategies
- Victim attention teams and commission meetings

One project indicator belonging to the CD and CRL territorial strengthening strategy was that the capacity of both bodies to prepare joint plans would be built in order to improve collaboration between them, thus increasing the impact of their attention to violence under their jurisdiction. The process remains unfinished, as shown in the following figure.

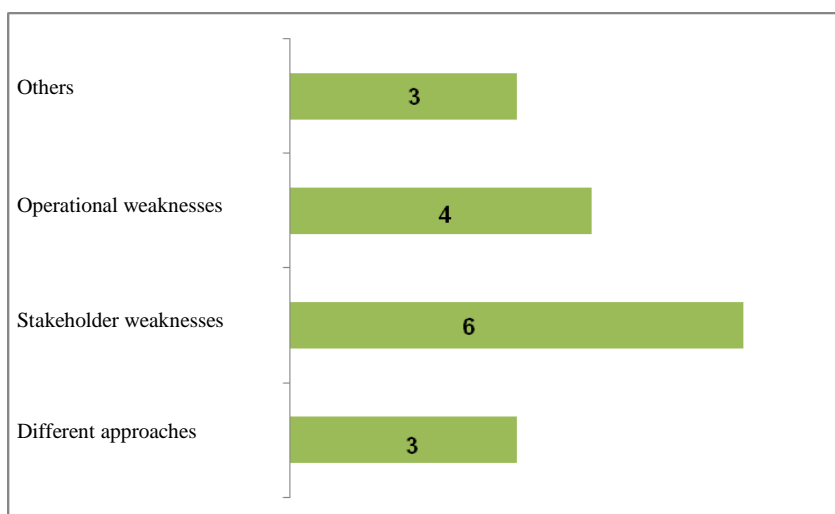
FIGURE No. 16: ARE STRATEGIC PLANS BEING JOINTLY PREPARED?



Source: Author's own creation based on results of CD and CRL questionnaires. 2015

The above figure clearly illustrates that, in most cases, neither joint operative nor strategic plans were prepared, and only five people stated that these were in the process of being drafted. When asked why the plans were not completed, a variety of answers were given, such as the weakness of the institutions forming the bodies and a lack of meetings where work could have been done or ideas and information exchanged. What is more, the operational limitations for how the planning processes can actually be implemented still exist. One positive influence on this situation was the contribution of the ATRs, but the contracts with these consultancies were terminated early, cutting short the planning efforts.

FIGURE No. 17: WHY DID JOINT PLANS REMAIN UNDRAFTED?



Source: Author's own creation based on results of CD and CRL questionnaires. 2015

Other difficulties mentioned concerned internal communication between the CDs and CRLs as well as with the central work spaces (CNCLCVD and SIPIAV). One response under the category of “others” was that the work was not ongoing. In certain contexts, staff turnaround weakened the links since commitments are many times more personal than part of an institution’s priorities.

In terms of the news media and its capacity building, the Communication working group produced outstanding materials. Regardless of the high quality of its work and the sponsorship of workshops that trained 120 journalists around the country, there was a lack of planning for and monitoring of product distribution and use, which translated into a reduced impact of those products outside the central space.

The assessment of the two journalist training courses was quite positive, with both the contents (topics included and relationship to the profession) and the methodology used achieving very high ratings. The following table was created based on the assessments and shows the pros and cons for the courses in order to improve them.

TABLE No. 4: JOURNALIST TRAINING COURSE ASSESSMENT: MONTEVIDEO AND MALDONADO (AUG – NOV 2012)

PROS	CONS
Speakers	Uncertainty (what should happen and what really is happening)
Relevancy	Limited interaction/participation in the modules
Content quality	Some modules overloaded with information
Access to bibliographic materials	Schedule needs optimizing
Possibility of interacting with colleagues	More engagement needed in the workshop
Positive experience	“how to do it”
Knowledge updated	Contents repeated
Knowledge/Information/Education	Some speakers were far too technical
Mind opening	No final evaluation per module
Teacher and participant commitment	Time and involvement in debates needed to be

	moderated
Well organized	Justice Branch was not present
The course itself	Incorporation of the gender issue (lacked development, too large, divide its aspects into a different workshop)
Grants offered to people everywhere in the country	Lack of contrasting perspectives: no positive topics regarding children and adolescents (entire focus was on rights violation, and it should include their promotion)
Diversity of the participants	Speakers: some were unprepared and others weren't given sufficient time
Access to panel members as sources of information	Jurisprudence: more legislation
Logistics: schedule and accessibility	Participation of children and adolescents: allow them to tell their stories
Lectures (some of them)	Lack of news media from the interior of the country
Information: sources, reports, different points-of-view	No Q&A offered with some speakers
Group dynamics	Participants did not integrate
Relevant print material	
Good selection of speakers	More debate
Multiple views / diversity of approaches	More time to exchange ideas
Tools and strategies for handling the news	Include electronic media
Provided a platform for delving deeper into the issues	Children and adolescents had no voice
Diagnosing the reality of the situation and the current events	Too many speakers in given modules, at times
Knowledge of the legislation	Legal terms weren't clearly explained
Guidelines and tools for responsibly writing news stories, handling information, and finding appropriate sources	
Professional growth	
Range of topics and participants	
Ongoing communication	
Course initiative and cost-free nature	
Guidelines for interviewing children and adolescents and for using images	
Michelle Suárez's excellent explanation of highly technical topics	
Workshop methodology	
Relationship with the panel members	
Novel assessment of terms and concepts	

Source: created by the people who prepared the training courses

Regarding civil society and women's organization capacity building, we stated above that their working group and Steering Committee participation was quite limited, yet they did send representatives to the training and awareness raising sessions during the life of the project.

To sum up, the following was identified under this criterion:

- The ATRs provided a valuable contribution in the territories, mainly by assisting in the communication between and among the different stakeholders and through incorporating new proposals for CD operations. Its assistance with regards to CD strengthening was positively rated since it shored up institutional weaknesses and opened up the flow of information to the National Advisory Council. Moreover, it played a positive role for improving CD and CRL coordination.
- The termination of ATR contracts might have weakened the operation of some of the CDs given that no agenda or steps to follow had been outlined for this circumstance. It would seem that the designers failed to incorporate an ATR “exit strategy” for the project.
- The project promoted workshops for discussing the issues and actions of the sponsoring institutions as a means of strengthening their collaboration with each other and of improving the attention of services offered to Uruguayans through playing to their strengths and including new operating strategies.
- As for the civil society, its participation at the central level was less than at the territorial level. In spite of this, it was continuously involved in the training and awareness raising actions.

5. CRITERION: IMPACT

Under this criterion, the Evaluation Terms of Reference only mention the following question:

What are the unintended consequences (positive and negative) resulted from the project?

Regarding stakeholder capacity building, one positive yet unintended impact was the invitation of the professionals at the Uruguayan Statistics Institute to participate in the project and their subsequent key role, given their collaboration in the design and application of the National Survey on the Prevalence of Gender and Generation based Violence. The responsible working group, which consolidated the different survey tasks as this initiative moved forward, was assisted by one international specialist and was furthermore sensitized on the issue during the survey application.

A similar capacity building context took place around the project strategies for dealing with the issue of human trafficking for sexual exploitation. Dialogues and seminars on the topic were held in a variety of departments and reached key stakeholders who contend with violence and its repercussions in their work, like judges, prosecutors, and members of the police force sent by the Ministry of the Interior to the meetings. A concrete set of tools was provided to these people to help them handle the problem.

The project steering committee was heard during the penal code reform debate carried out to discuss some outdated legal provisions. The committee members offered to advise the parliamentary Reform Commission members.

Some of the interviewed people stated that female journalists who attended the 2012 project-organized training workshops, who applied for journalism research grants, and

who went to seminars regarding these topics created a network of female journalists for professional ends in 2015.

As for unintended negative consequences, there were several different types of these.

In first place, concerning the agencies of the UN system, the Steering Committee, and the Trust Fund, the budget was drastically slashed because the contributions pledged by the UN agencies in the initial budget could not be covered. Table No. 3 shows that the largest deficit belonged to UN Women. This circumstance forced a reduction in the planned actions.

Along these lines, two years into the project there was tension between the Steering Committee and the UN Trust Fund due to the lack of an agreement regarding the payment of fees for the General Coordinator from the donation made by the TF. Unfortunately, plenty of energy was wasted and paperwork filed in regards to this situation, and the “Solomonic” decision ended in a further decrease in the project budget.

In the end, changes in the Trust Fund leadership did, at times, put up obstacles to communication.

A second unintended consequence, which has been mentioned on several occasions in this report, was the project’s democratic management model that made decision-making rather slow. The project was not designed to have an intermediate governing body with decision-making power which would have been more efficient and would have streamlined the processes. It is important to stress that the civil society was neither represented nor present at the Steering Committee and working group meetings, except those that dealt with Plan II. Thus, perceptions about the project ranged from the project being seen as a “governmental” initiative to the Anti-Violence Network members did not have the ability to participate in the different working groups. As a result, one unwanted effect could be the Uruguayan women’s organizations limited appropriation of the project products.

Thirdly, it is possible that the project design was too optimistic about the consensus that could be reached between the National Advisory Council in the Fight against Domestic Violence (CNCLVD) and Comprehensive System for the Protection of Children and Adolescents against Violence (SIPIAV) with regards to the comprehensiveness of the bill of a law that would include the gender and generational perspective. A negative consequence of this volunteerism was that the difficulties encountered at the central level were also played out across the nation, in which cooperation and collaboration were not as concrete as envisioned in the project paper.

6. CRITERION: KNOWLEDGE GENERATION

We will answer both questions consecutively.

What are the key lessons learned that can be shared with other practitioners on ending violence against women and girls?

Are there any promising practices? If yes, what are they and how can these promising practices be replicated in other projects and/or in other countries that have similar interventions?

First off, in spite of the reports of the pledge to decentralize the project, a “promising” practice, more time should have been provided, given the difference in purposes, for setting up and drafting operative and strategic plans for two such entities as the Departmental Commissions to combat violence and the Local Reception Committees to assist children and adolescent victims of violence. It is noteworthy that the project strengthened the territories that were provided regional technical assistance, but since the budget had to be limited, the presence of those consultancies, which truly deserved to be continued, was forced to be eliminated. In other words, a less ambitious design with greater resources for decentralized strengthening of the actions for treating and preventing violence should be considered for future interventions, even at the Latin American region.

Regardless of the day-to-day problems with implementing the project, the collaboration of three key stakeholders – the government, civil society, and the United Nations System – which banded together for a common cause, i.e. combatting violence against women and children, is a practice that should be replicated in other regions. Feedback has already been given on the knowledge generated by the project, the debate on the concepts has been enriched, and attempts were made to minimize the overlap of institutional agendas.

One important action line that should be duplicated, although with greater emphasis placed on monitoring the impact, is the work done towards and with the media. According to the feedback received, offering research grants to journalists broadened the issue of violence since street harassment, human trafficking, sexual exploitation, and other forms of violence were subsequently discussed.

CHAPTER VI

CONCLUSIONS

In keeping with the report drafting instructions of the evaluation Terms of Reference, the following paragraphs outline the primary conclusions in the suggested order: overall and per evaluation criterion.

OVERALL

The *Uruguay Unites to End Violence against Women, Girls, and Adolescents* project is directed to strengthen government institutions that deal with the issue of violence in Uruguay, to raise the public's awareness about it, and to update the related legislation, goals that were successfully met. Its strategies range from the drafting of bills of laws to the transmission of conceptual tools and practices to public servants who assist the victims of violence, and it was to be done comprehensively and in a decentralized fashion in order to spread the project's actions throughout the entire country. The project, as part of one of the UN Trust Fund's objectives, is not directed towards helping victims. The direct beneficiaries are a wide range of public servants, journalists, judges, prosecutors, policemen, etc. whose training will improve the care of the victims of violence.

EFFECTIVENESS

The project is a new and audacious intervention. Its implementation called for a variety of stakeholders from civil society, the government, and the United Nations System: two inter-institutional work spaces namely the National Advisory Council in the Fight against Domestic Violence (CNCLVD) and the Comprehensive System for the Protection of Children and Adolescents against Violence (SIPIAV), the members of which operating in various sectors, such as health, education, culture, the interior, justice, as well as the Uruguayan International Cooperation Agency, agencies of the UN system, and the Uruguayan Network against Domestic and Sexual Violence formed by 33 civil society organizations.

In spite of the complexity and variety of stakeholders, the project made great strides on reformulating gender and generation-based violence (the latter by including children and adolescents).

The conceptual proposal was a significant challenge that was only partially met. Even though the II National Plan to End Gender and Generation Domestic based Violence was not drafted during project implementation, the foundations have been laid for it to be completed. Nevertheless, the project did apply the First National Survey on the Prevalence of Gender and Generation based Violence and gathered statistical information that the nation only partially had.

As the project was implemented, the legal framework surrounding violence was evaluated as a means of bringing the laws up to date, the agents of justice were sensitized and trained on the issue of human trafficking for sexual exploitation. Moreover, an intense effort at changing cultural patterns was put forth by working with professionals

in the news media, using studies, training workshops, and research grants. In terms of institutions, the project purposed to strengthen actions that combat violence in the bodies operating in Uruguay's 19 departments, whether they belong to the SIPIAV or the CNCLVD.

RELEVANCE

Uruguay is a country that features a contradictory reality in the Latin American region. Its population is highly educated, inequality is at a very low level, and overall it boasts elevated social indicators. However, along with El Salvador, it has one of the highest regional rates of women being killed by either their current or former partner. UNICEF studies, furthermore, point out that the rates of physical or psychological violence towards children are rather high. The project has also generated knowledge, set up new approaches, and improved the skills of government leaders and agents of justice, the fruits of which will be seen in the future.

EFFICIENCY

The project was coordinated by a Steering Committee, formed by representatives of all the engaged sectors. The democratic nature of the committee may have slowed down the decision making process; sometimes, the debates exceeded the time periods established for reaching a decision. Another factor that might have adversely affected project efficiency was the focus on budgetary and hiring practice transparency. To help streamline these operational and monitoring-related issues, a General Coordinator was hired. The National Technical Assistance Consultancies were tasked with advising the member organizations, while the Regional Technical Assistance Consultancies were supposed to empower the territorial expressions of the SIPIAV and the CNCLVD.

There were two situations related to the budget that need to be pointed out. First, the amounts pledged by the agencies of the United Nations System were not provided in their entirety, which translated into a cut back on planned actions. Second, a misunderstanding arose between the Trust Fund and the Steering Committee on allocating budgetary funds to paying the fees of the General Coordinator. This stalemate further reduced the budget.

SUSTAINABILITY

The project products have been handed over to the country to help carry on the government's commitment to combatting violence.

To name just a few, there is the set of national level statistical data that will enable the state to monitor violence in all its expressions and to be used as inputs for writing policy, the efforts to conceptually connect the attention and prevention of violence towards children and adolescents with violence towards women, and lastly the strengthening of the territorial expressions of the CNCLVD (Departmental Commissions) and the SIPIAV (Local Reception Committees).

In terms of the Second National Plan to End Gender and Generation Domestic based Violence, a preliminary document has already been drafted that lays out the general

guidelines and that could be used as input for preparing the official plan and its indicators. These efforts were already being scheduled before the project had ended.

As for the press, the project produced a handbook on covering violence as well as a baseline on how violence is portrayed in print, radio, and television news stories. Progress was made on analyzing the concepts and proposals for dealing with sexual violence as well as on human trafficking and the trafficking of immigrants.

It should be stressed that the majority of the participating institutions agreed to the importance of the project products and to the need of continuing to work on the strategies and of using the produced materials.

IMPACT

The most important unintended positive results were the project's advisement of the bipartisan women's caucus for the penal code debate and bill of a new GGBV law.

Moreover, the Uruguayan Statistics Institute became a valuable partner in the creation and application of the National Survey on the Prevalence of Gender and Generation based Violence, given that its professionals were directly involved in said processes and hence sensitized on the topic.

In terms of the news media, the Female Journalists Network was formed in 2015, and many of the members took part in the training and awareness raising workshops. It is possible to say that this strategy, along with the rest of the activities implemented by other stakeholders and institutions during the project, contributed to strengthening female journalists, and a direct result of those efforts was the network formation.

There were some unforeseen negative results, in particular the above mentioned budget cuts and the limited engagement of the civil society in the project's joint activities that might have affected the appropriation of the project products.

KNOWLEDGE GENERATION

An objective of the project was that several papers would be written and studies conducted, the contents of which would inform the work agenda of the different partnering institutions that, in turn, would fuel the internal debate as well as underscore the issue to other stakeholders, like the news media. A wealth of information and new knowledge regarding gender and generation based violence has been generated and that will continue informing the agencies that apply them.

Another important practice was including the press as a project stakeholder; the first year was quite successful in which a wide range of actions and materials were generated for changing the population's attitudes towards the issue and that had a major impact on journalists.

Lastly, another lesson is that any project should decentralize its actions through consultancies and by transmitting the reflections and activities occurring at the central level. Also necessary is the introduction of elements that are adapted to the reality of each region, keeping in mind that the population in some of these is mostly rural.

CHAPTER VII

RECOMMENDATIONS

This document is the *ex post* evaluation of the *Uruguay Unites to End Violence against Women, Girls, and Adolescents* project. The recommendations required in the ToR, therefore, should be directed to a hypothetical continuation of stakeholders, actions, and strategies described in 2011 and which were awarded the Trust Fund donation for the 2012 – 2014 implementation period. The momentum started by the project will not fade away, but certain adjustments may need to be made.

OVERALL

To the Uruguayan governmental project implementing institutions: SIPIAV and CNCLVD

The project initiated significant momentum with regards to joint SIPIAV and CNCLVD activities, the production of materials for discussing the related issues, and the distribution of study results. The project management structure enabled participants to work systematically on concrete topics, to complete valuable outputs that can be used for advocating for policies and the review of current legislation, as well as to promote shared strategy development for raising awareness on the issue and making it visible in Uruguay. This momentum and adopted form of working that was installed by the project and that made the products and results possible should continue inside both institutions.

Therefore, one recommendation is for the established relationship between both work spaces to continue since it will empower their actions to combat violence at both the central and territorial levels. This partnership should allow them to join forces for political advocacy and for making proposals on where federal budgetary funds should be allocated. A serious problem like that of domestic violence facing Uruguay should be the target of a solid public policy that goes beyond lip service to actually receive human and economic resources to combat.

EFFECTIVENESS

To the Uruguayan governmental project implementing institutions: SIPIAV and CNCLVD

If, in the future, these two bodies were to prepare a joint project, one of the lessons learned from this one is the need to design a less ambitious proposal that includes clearly defined intermediate results. There might have been too much optimism in terms how well the members of both these bodies would work together in unison towards the objective set out.

Another activity that would seem essential to continue is the National Survey on the Prevalence of Gender and Generation based Violence, particularly since the results of the first survey promoted by this project can be used as a baseline. It was a very deserving effort, and future lobbying for government funds to keep this policy tool up to date should be done.

EFFICIENCY

To the Uruguayan governmental project implementing institutions: SIAPIAV and CNCLVD

Another lesson to be taken from the project is its internal decision making structure. Since there were so many stakeholders and a myriad of perspectives, we recommend that, should a similar situation present itself in the future, more streamlined, hierarchical decision making procedures be designed.

To the United Nations Trust Fund to End Violence against Women

Project management and budget execution procedures should be established from the start, and signed donation agreements must be respected. Changing rules halfway through the implementation period is not a recommended practice for any party.

SUSTAINABILITY

To the Uruguayan governmental project implementing institutions: SIAPIAV and CNCLVD

We recommend ending the stalemate on political and conceptual definitions of the beneficiaries of the Plan to End Violence as soon as possible in order to avoid the circumstance of said plan never being drafted. Uruguay has not had this plan since 2010, and the country should not have to wait any longer. The Plan does not only describe the actions to end violence but also provides civil society the means to monitor and oversee its execution.

The comparative legal frameworks study conducted for drafting a bill of an updated Domestic Violence Act, the strategies for creating a sexual violence protocol are important contributions since they can serve for keeping the lines of communication open with, as well as for engaging in political advocacy towards, the bipartisan women's caucus, which may turn into an extremely important strategic ally.

One factor for sustaining project progress may be in a strategy that sets forth the ways in which documents, studies, and other materials can be distributed to public servants, members of the press, and civil society organizations at the central and territorial levels as well as how these stakeholders can be trained on them as a means of their greater appropriation of these resources.

IMPACT

To the Uruguayan governmental project implementing institutions: SIAPIAV and CNCLVD

In spite of the fact that project produced materials are available on different institutional websites, the impact could be increased if a specific website were created for the project itself, aimed at scholars and activists. The site could be advertised on different Uruguayan and regional academic institution websites.

The efforts put forth towards and with the news media and the conducted field studies deserve greater exposure. Also, the baseline study on how the media does and does not cover stories of violence in Uruguay could also become a benchmark for monitoring said situations.

APPENDIX

ANEXO I

Versión definitiva del pliego de condiciones (TOR) para la evaluación

ANTECEDENTES Y CONTEXTO

En el 2011 el Consejo Nacional Consultivo de Lucha contra la Violencia Doméstica (CNCLVD) y el Sistema Integral de Protección a la Infancia y Adolescencia contra la Violencia (SIPIAV) junto con el Sistema de Naciones Unidas en Uruguay y la Agencia Uruguaya de Cooperación Internacional (AUCI), presentaron al Fondo Fiduciario de las Naciones Unidas para la eliminación de la violencia contra la mujer, la propuesta “Uruguay unido para poner fin a la violencia hacia mujeres, niñas y adolescentes”. Fueron presentadas más de 2500 solicitudes para proyectos de 123 países. La propuesta de Uruguay fue aprobada, comprendiendo el período 2012-2014.

El Fondo Fiduciario de la ONU para Eliminar la Violencia contra la Mujer es un mecanismo multilateral de concesión de subsidios que trabaja por el cumplimiento del derecho de cada mujer y cada niña a vivir una vida libre de violencia. Administrado por ONU Mujeres en nombre del sistema de la ONU, el Fondo Fiduciario apoya enfoques innovadores y proyectos con una duración de hasta tres años que contribuyen a eliminar la violencia contra las mujeres y las niñas en todas sus formas.

El Proyecto aprobado “Uruguay unido para poner fin a la violencia hacia mujeres, niñas y adolescentes”, se enmarca en las previsiones del UNDAF 2011-2015 acordadas y firmadas entre el Gobierno de la República Oriental del Uruguay y el Sistema de las Naciones Unidas en Uruguay. Las decisiones estratégicas en relación con este Proyecto son adoptadas por el Comité Directivo del UNDAF/UNDAP, y a su vez, de éste depende el Comité de Gestión responsable del Proyecto. El Comité de Gestión tiene la responsabilidad de asegurar la implementación en tiempo y forma de las actividades previstas y el logro de los objetivos acordados, así como el seguimiento del Proyecto.

En este marco, los aspectos administrativos y de gestión, asumen las estructuras de gobernanza y funcionamiento operativo acordadas con el Gobierno del Uruguay, siguiendo la experiencia desarrollada en base al *Delivering as One Approach*, donde Uruguay fue un país Piloto para la Reforma del Sistema de las Naciones Unidas, implementando más de 20 Programas Conjuntos. Cada uno de los estos programas funcionó con una Unidad de Coordinación a cargo de articular sistemáticamente con el Comité de Gestión antes mencionado.

El principal valor agregado de este Proyecto es el de ampliar la calidad de las políticas públicas impactando en la efectividad de su implementación, (lo que por ende fortalecerá las capacidades de las organizaciones de gobierno responsables en la materia), en la cobertura de su aplicación y en el impacto directo en los fenómenos que han de ser revertidos. Se propone dejar capacidades instaladas a nivel territorial, tanto institucionales como procedimentales, consolidando información relevante desde el punto de vista cuantitativo (hasta ahora inexistente) sobre la magnitud y características del fenómeno de la VBG en Uruguay, y también desde la perspectiva cualitativa, en la revisión de normativas legales. Se inserta y vertebrata una propuesta amplia e integral hasta ahora jamás desarrollada en el país como la Estrategia Nacional para la Erradicación de la VBG, de tal manera que ninguna de las acciones que se realicen en Uruguay en el tema de VBG puede quedar sin coordinar con este Proyecto.

El aporte del Sistema de Naciones Unidas (SNU) es clave, dado que está ejerciendo un rol catalizador insoslayable, facilitando un escenario de trabajo interinstitucional democrático, objetivo, armonizado y legítimo; además tiene una experiencia especializada para el abordaje de los 4 componentes del proyecto (i. Fortalecimiento de las capacidades institucionales de los actores nacionales en su interacción; ii. Reforma del Marco Jurídico nacional; iii. Sistemas de información actualizados y estandarizados; y iv. Estrategias de comunicación y formación para la prevención).

1.1 Descripción del Proyecto.

Nombre del Proyecto - “Uruguay unido para poner fin a la violencia hacia mujeres, niñas y adolescentes” Período de Ejecución - Enero de 2012 – Diciembre de 2014 (extensión de 6 meses hasta el 30 de junio de 2015)

Situación actual de la implementación - A 30 meses del inicio de la ejecución (enero de 2012), el proyecto registra un porcentaje de ejecución del 64%. A los 18 meses de implementación, se realizó un informe de medio término del proyecto, que detalla comparativamente la situación de inicio de la implementación y los avances alcanzados hasta ese momento. Asimismo se cuenta con los informes de

ejecución del año 2012 y otro del año 2013 presentado al MPTF (Multi Partner Trust Fund Office) además de los informes periódicos presentados al Comité de Gestión del Proyecto.

Formas específicas de violencia abordadas por del Proyecto - El Proyecto aborda diferentes formas de violencia basada en género y generaciones, ejercida sobre mujeres, niñas y adolescentes; dentro de ellas incluye principalmente: violencia doméstica, maltrato y violencia hacia niños, niñas y adolescentes, violencia conyugal, violencia y delitos sexuales, trata de personas con fines de explotación sexual.

Objetivos principales - El proyecto se propone como meta principal, que las Mujeres, niñas y adolescentes del Uruguay cuenten con Políticas Públicas integrales e integradas sobre Violencia basada en Género y Generaciones en el marco de la Estrategia Nacional para su erradicación. Para ello ha puesto en marcha una estrategia de confluencia y articulación entre las instituciones que forman parte del CNCLVD y el SIPIAV.

Descripción de las beneficiarias - El enfoque central del Proyecto está orientado a prevenir, sancionar y erradicar la violencia basada en género y generaciones (VBGG), a través de políticas públicas integrales e integradas que articulen acciones de prevención, protección, asistencia y rehabilitación. Para ello se propone fortalecer los espacios de articulación interinstitucionales ya existentes en todo el territorio nacional, actualizar la normativa legal vigente, generar sistemas de información de acuerdo a los requerimientos internacionales y sensibilizar a la población a través de campañas públicas y educación a actores claves.

En este marco, los principales beneficiarios del Proyecto, son:

1. Mujeres, niñas y adolescentes sobrevivientes de violencia basada en género: De acuerdo a los 1eros resultados de la Encuesta Nacional de Violencia Basada en Género y Generaciones del año 2013, realizada en el marco de este Proyecto, casi 7 de cada 10 mujeres han experimentado algún tipo de violencia basada en género en algún momento de su vida. Esto representa más de 650.000 mujeres.

1. Tomadoras de decisión y referentes institucionales en las políticas de violencia basada en género y generaciones que integran el CNCLVD y SIPIAV: Personas tomadoras de decisión y referentes de las instituciones que desde el Estado y la Sociedad Civil, integran los espacios interinstitucionales del Consejo Nacional Consultivo de Lucha contra la Violencia Doméstica (CNCLVD) y el Sistema Integral de Protección a la Infancia y Adolescencia contra la Violencia (SIPIAV), dado que son los mecanismos mediante los cuales se dirigen acciones con la población más afectada por la violencia.

a. Creación y composición del CNCLVD: *En el año 2002 el Parlamento uruguayo aprobó la Ley N° 17.514. Esta ley, constituye el marco jurídico específico para la prevención e intervención en Violencia Doméstica y crea el Consejo Nacional Consultivo de Lucha contra la Violencia Doméstica, integrado de conformidad a su Art. 24 por representantes del Ministerio de Desarrollo Social a través del Instituto Nacional de las Mujeres quien lo preside, del Ministerio de Educación y Cultura, del Ministerio del Interior, del Ministerio de Salud Pública, del Instituto del Niño y el Adolescente del Uruguay, Poder Judicial, Administración Nacional de Educación Pública, Congreso de Intendentes, tres representantes de las organizaciones no gubernamentales de lucha contra la violencia doméstica, a través de la Red uruguaya contra la Violencia Doméstica y Sexual (RUCVDS). Asimismo participan con carácter de invitados el Ministerio de Vivienda, Ordenamiento Territorial y Medio Ambiente, el Banco de Previsión Social, el Ministerio Público y Fiscal y el Ministerio de Trabajo y Seguridad Social.*

b. Creación y composición del SIPIAV: *En el año 2007 se firma un acuerdo interministerial que formaliza el compromiso de la creación y consolidación de un Sistema Integral de Protección a la Infancia y Adolescencia contra la Violencia (SIPIAV), cuyo cometido primordial consiste en abordar, de manera conjunta e integral, la violencia contra niñas, niños y adolescentes. Este Sistema es coordinado por el Instituto del Niño y Adolescente del Uruguay, y está integrado por: Ministerio de Desarrollo Social, Ministerio de Salud Pública, Ministerio del Interior, Administración Nacional de Educación Pública, Administración de Servicios de Salud del Estado; cuenta con el apoyo de UNICEF.*

2. Mujeres, niñas y adolescentes en general: La población femenina de Uruguay (aproximadamente 1.708.481) está en la mira del proyecto conjunto y es especial, quienes sufren VBG.

Otras/os beneficiarios/as del proyecto:

- Periodistas y comunicadoras/es tanto a nivel nacional, como departamental y local.
- Organizaciones de la Sociedad Civil
- Grupos de diferentes comunidades en el territorio
- Altas autoridades de gobierno
- Integrantes del Poder Judicial y del Ministerio Público y Fiscal
- Integrantes del Ministerio del Interior
- Referentes de la Enseñanza
- Integrantes del Ministerio de Trabajo y Seguridad Social
- Integrantes del Ministerio de Salud Pública
- Integrantes del Instituto del Niño y Adolescente del Uruguay
- Parlamentarios/as
- Público en general/Comunidad en general

1.2 Estrategia y cadena de resultados.

La meta principal del proyecto es la de “Contribuir a la erradicación de la VBG en Uruguay en el marco de la Estrategia Nacional en VBG”. El proyecto se viene implementando a partir de cuatro componentes estratégicos que constituyen los principales resultados del mismo:

1. El CNCLVD y SIPIAV fortalecen sus capacidades institucionales, optimizando sus articulaciones y su expresión territorial, para mejorar el abordaje integral de VBG.

- Producto 1.1: II Plan Nacional de Lucha contra la VD basada en GG validado por CNCLVD y SIPIAV, difundido y fortalecido presupuestalmente
- Producto 1.2: Instalada y fortalecida la articulación entre las representaciones territoriales del CNCLVD y SIPIAV

1. La población de Uruguay cuenta con un proyecto de reforma del marco jurídico sobre VBG, integral e integrado validado por actores claves, con mayoría parlamentaria.

- Producto 2.1: Realizado el Informe del estudio comparado de marcos normativos de países con mayor desarrollo en legislación en género y derechos con definición de vacíos legales y recomendaciones
- Producto 2.2: Ruta de actuación en casos de violencia y delitos sexuales institucionalizada

2. La población de Uruguay cuenta con información cuantitativa oportuna, confiable y consensuada en VBG.

Producto 3.1: Encuesta de prevalencia de VBG, acordada entre los sectores del CNCLVD y SIPIAV, realizada y resultados difundidos

3. Los organismos del Estado y las organizaciones de la sociedad civil contribuyen a la prevención de la VBG mediante el desarrollo de estrategias de comunicación y formación de operadores, que avancen en la incorporación de perspectiva de DDHH, género y generaciones en el tratamiento de la información y en la atención de mujeres NNA.

- Producto 4.1: CNCLVD y SIPIAV diseñan y desarrollan una estrategia comunicacional a nivel nacional
- Producto 4.2: Herramienta para el adecuado abordaje de la VBG para medios de comunicación elaborada y comunicadores/as sensibilizados
- Producto 4.3: Estrategia comunicacional del CNCLVD y SIPIAV y Campaña del Secretario General apropiadas a nivel territorial

➤ Producto 4.4: Estrategia de formación de formadores y operadores y prevención en VBG implementada

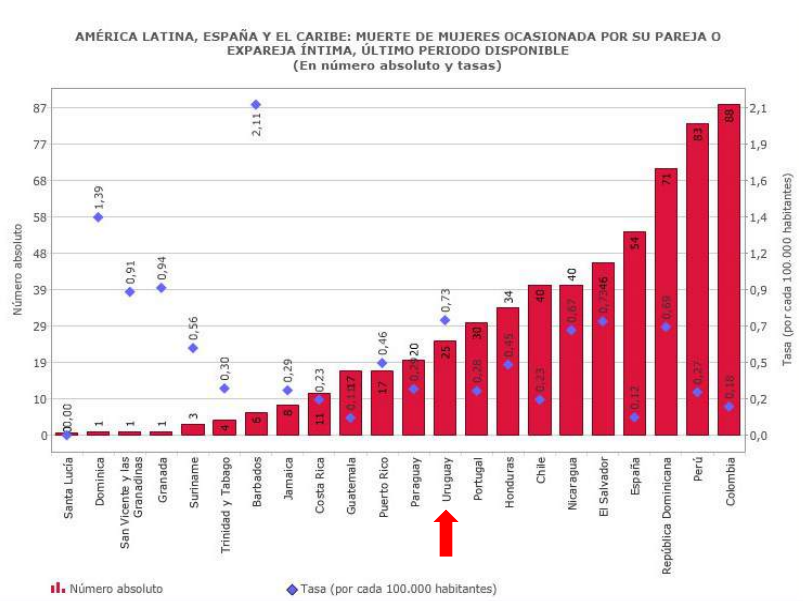
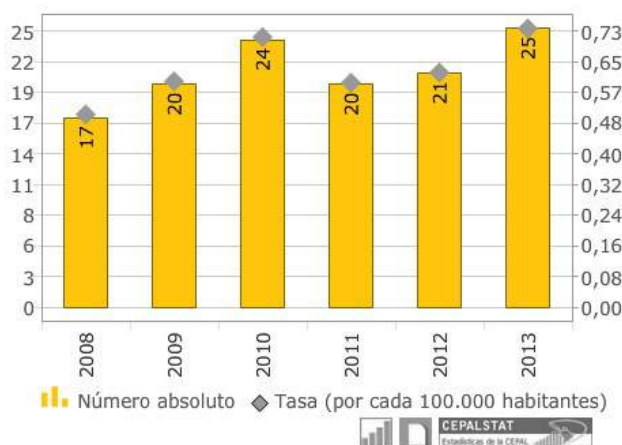
La formulación del objetivo del proyecto y los resultados antes mencionados, es producto de una readecuación del “Marco de Resultados” del documento de proyecto original, a partir de lo solicitado por el Fondo Fiduciario en el marco del primer año de su ejecución. De esta readecuación se diseña una nueva matriz respecto al “Marco de Resultados y Productos” o RRF (Results and Resources Framework), que sigue las indicaciones del Fondo Fiduciario, finalmente aprobada en Julio de 2014.

1.3 Contexto geográfico y cobertura del proyecto.

En esta sección se analizará el estado de situación de la problemática en el país, aportando información y datos de relevancia.

Uruguay presenta cifras alarmantes de violencia basada en género y generaciones (VBGG). De acuerdo al indicador regional “**muerte de mujeres de 15 años y más ocasionada por su pareja o ex-pareja íntima**” del Observatorio de Igualdad de Género de Latinoamérica de CEPAL para el año 2013 se establecen las siguientes tasas por cada 100.000 habitantes, pudiéndose observar la crítica situación del Uruguay.

Muerte de mujeres ocasionada por su pareja o expareja íntima
(En número absoluto y tasas)



Por otra parte, las denuncias por violencia doméstica en el Uruguay tienen un crecimiento continuo desde 2005, año que se comenzó a relevar sistemáticamente esta información, pasando de 6.802 a 15.177 en el año 2010 y 20.650 en el año 2013.

INFORME 2013 DEL OBSERVATORIO DE VIOLENCIA Y CRIMINALIDAD - MI



Fuente: Observatorio Nacional sobre violencia y criminalidad. Ministerio del Interior. Nov. 2013

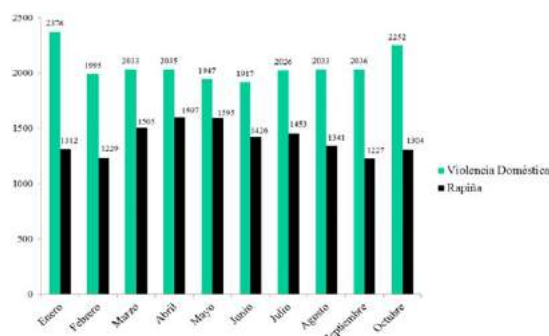
Hay más denuncias de violencia doméstica que de rapiñas. La violencia doméstica representa el 7,5% de los delitos totales y el 50,5% de los delitos contra la persona. Esto revela de qué manera en países como el Uruguay, con instituciones democráticas fuertes y con indicadores de género menos críticos en términos de autonomía física, económica y en la toma de decisiones, los derechos de las mujeres siguen siendo vulnerados.

Toda la información preliminar emanada de la Encuesta Nacional de Violencia Basada en Género y Generaciones (los datos están en etapa de análisis y serán presentados en las próximas semanas) son consistentes con la información que se mencionó precedentemente.

INFORME 2013 DEL OBSERVATORIO DE VIOLENCIA Y CRIMINALIDAD - MI

Denuncias de Violencia Doméstica y Rapiña, por mes

Todo el país, Año 2013



Fuente: Observatorio Nacional sobre violencia y criminalidad. Ministerio del Interior. Nov. 2013

En este contexto, el proyecto constituye una oportunidad de acometer las falencias sociales, legales e institucionales que están impactando negativamente en los procesos de prevención y erradicación de la VBG, en una de las sociedades con mayor institucionalidad democrática de América Latina y cuya brecha en esta materia es desproporcionada.

1.4 Recursos asignados al proyecto.

El presupuesto aportado por el Fondo Fiduciario de las Naciones Unidas para la eliminación de la Violencia contra la Mujer aprobado para los tres años de implementación del proyecto es de US\$ 999,999. A estos recursos, se le suman aportes de las Agencias participantes y aportes en especie de los Asociados Nacionales equivalentes, alcanzando un presupuesto total del proyecto de USD 1.426.499,10. Cabe consignar aquí que en el documento de proyecto se estipuló originalmente un total de USD 1.725.964. La diferencia estriba en que las Agencias participantes vieron reducidos los fondos que pudieron comprometer efectivamente al proyecto. Esta reducción y la forma de proceder frente a la misma, fue oportunamente abordada con el Fondo Fiduciario.

En transcurso del último período de ejecución del Proyecto, se procede a realizar la evaluación final del mismo.

1.5 Contrapartes clave del proyecto.

- Representantes del CNCLVD y SIPIAV
- Agencias participantes del proyecto: ONUMUJERES, UNFPA, PNUD, UNESCO Y OIM
- AUCI (Agencia uruguaya de cooperación internacional)
- OCR (Oficina de la Coordinadora Residente de NNUU en Uruguay)
- Unidad de Coordinación del Proyecto

PROPÓSITO DE LA EVALUACIÓN FINAL

2.1 Por qué es necesario realizar la evaluación.

El propósito de la evaluación es establecer y medir si el proyecto “Uruguay unido para poner fin a la violencia hacia mujeres, niñas y adolescentes”, ha logrado los productos y los resultados esperados.

Si bien esta evaluación es una condición exigida por el Fondo Fiduciario de la ONU para Eliminar la Violencia contra la Mujer, representa una oportunidad clave para valorar si la cadena de resultados esperados (o teoría del cambio del proyecto), como propuesta estratégica, permitió avanzar en conocimientos, acciones o prácticas a nivel institucional, comunitario u otros, dirigidas a las áreas de intervención del proyecto.

2.2 Cómo se emplearán los resultados de la evaluación, por quién y cuándo.

Esta evaluación también aspira a brindar insumos a las instituciones involucradas para la identificación de buenas prácticas y lecciones aprendidas que permitan ajustar, rectificar o replicar las estrategias empleadas, sea para darle sostenibilidad a las acciones desarrolladas, profundizar el proceso iniciado o implementar metodologías para otras áreas de intervención.

Las y los beneficiarios de este proceso evaluativo serán: los Asociados Nacionales del proyecto (CNCLVD, SIPIAV), las Agencias participantes (tanto de NNUU como de Gobierno) y todas las/os beneficiarias/os que de manera directa o indirecta son parte de la ejecución del proyecto “Uruguay unido para poner fin a la violencia hacia mujeres, niñas y adolescentes”.

2.3 Qué decisiones se adoptarán luego de completada la evaluación

Se espera que la evaluación del proyecto contribuya a identificar tanto nudos críticos como valoraciones estratégicas para incorporar en futuras estrategias nacionales de lucha contra la violencia doméstica, de género y generaciones, a desarrollar por Uruguay para garantizar una vida libre de violencia hacia mujeres, niñas y adolescentes.

Asimismo, la evaluación deberá brindar recomendaciones e insumos para identificar líneas de intervención para próximos ciclos de programación.

OBJETIVOS Y ALCANCE DE LA EVALUACIÓN

3.1 Alcance de la Evaluación.

Se evaluará el alcance de los cuatro resultados del proyecto, fundamentado en el Documento de Proyecto, su marco de resultados y recursos, y el plan de monitoreo y evaluación aprobado.

El proceso de evaluación y en particular las personas evaluadoras contratados deberán regirse por las Normas y Estándares del Sistema de las Naciones Unidas (SNU) (UNEG, 2005) incluyendo un enfoque de género y derechos humanos (UNEG 2011, *Integrating Human Rights and Gender Equality in Evaluation*. Towards UNEG Guidance²⁸)

La evaluación deberá ser realizada atendiendo a los principios y estándares éticos establecidos por el SNU (consentimiento de los participantes, protocolos para asegurar la confidencialidad y privacidad, enfoque de derechos, género, generaciones y diversidad, creación de capacidades, coordinación intra e interinstitucional, participación comunitaria, generación de conocimiento, provisión de servicios, así como específicamente el campo de las políticas territoriales, la justicia y la comunicación).

- Período de tiempo: esta evaluación debe cubrir la totalidad de la duración del proyecto, es decir, desde enero de 2012 hasta junio de 2015.
- Cobertura Geográfica: el proyecto es de alcance Nacional.
- Grupos objetivo que se cubrirán: esta evaluación debe cubrir los beneficiarios objetivo primarios y secundarios, así como otras partes interesadas: referentes del CNCLVD, SIPIAV, Agencias del SNU y de Gobierno, actores territoriales, periodistas y comunicadoras/es, sistema de justicia.

Se requiere que la evaluación señale cualquier cambio que se haya dado en el contexto en el que se implementó el proyecto (a nivel de ajustes y adecuación, departamental o nacional) y si estos cambios influyeron (como oportunidades o amenazas) en la implementación del proyecto.

3.2 Objetivos de la Evaluación: ¿Cuáles son los objetivos principales que debe alcanzar esta evaluación?

La evaluación final tendrá como objetivo analizar en qué medida el proyecto ha contribuido a lograr los resultados y productos esperados de acuerdo con las metas e indicadores previstos.

Es objeto de esta evaluación es el proyecto en su integralidad, es decir, sus cuatro resultados, productos, actividades e insumos de acuerdo a lo establecido en el documento de proyecto, la versión inicial del marco de resultados y la versión finalmente aprobada por el Fondo Fiduciario, considerando los cambios que se hayan producido al momento de la implementación.

Será importante que la evaluación incluya en sus hallazgos, referencia a cualquier resultado obtenido por el proyecto que no hubiera sido previamente planificado. Del mismo modo, se capturará cualquier influencia que el proyecto haya podido ejercer sobre aquellos agentes considerados clave para el fin de la violencia contra las mujeres, niñas y adolescentes en el país y en especial, las áreas de implementación del proyecto. Los objetivos específicos de la evaluación son:

- a) Evaluar la totalidad del proyecto desde el punto de vista de la eficacia, pertinencia, eficiencia, sostenibilidad e impacto, con marcado énfasis en examinar los resultados en los efectos directos y las metas del proyecto;
- a) Generar lecciones clave e identificar prácticas promisorias de aprendizaje;
- b) Valorar el grado en que el proyecto ha contribuido a lograr los resultados esperados;
- c) Valorar el alcance de los efectos positivos del proyecto en los beneficiarios y participantes previstos, así como comunidades, instituciones y en las vidas de la población afectada por la violencia basada en género y generaciones, según los propósitos del proyecto;
- d) Valorar la contribución del proyecto en relación a los objetivos establecidos por el Fondo Fiduciario para eliminar la violencia contra las mujeres;

- e) Detectar y documentar la experiencia sustantiva adquirida y las mejores prácticas en relación con los temas concretos de violencia doméstica, de género y generaciones, de acuerdo a los estándares internacionales de OEA y NNUU en la problemática.

PREGUNTAS DE EVALUACIÓN

Las preguntas clave que deben ser respondidas por la evaluación incluyen las siguientes, divididas en cinco categorías de análisis. Los cinco criterios generales de evaluación: pertinencia, eficacia, eficiencia, sostenibilidad e impacto, serán aplicados a esta evaluación.

Criterios de Evaluación	Preguntas de Evaluación Obligatorias
Eficacia ²⁹	1) ¿En qué medida se alcanzaron la meta, efectos y productos previstos por el proyecto y de qué manera? 1) ¿En qué medida el proyecto llegó a los beneficiarios previstos en el plano de la meta y efectos del proyecto? ¿A cuántos beneficiarios se llegó? 2) ¿En qué medida el presente proyecto generó cambios positivos en la vida de las mujeres y niñas previstas (y no previstas) en relación con las formas específicas de violencia abordadas por el proyecto? ¿Por qué? ¿Cuáles son los cambios clave en la vida de dichas mujeres y/o niñas? Describa esos cambios. 3) ¿Qué factores internos y externos contribuyeron al logro o no de la meta, los efectos y productos previstos por el proyecto? ¿Cómo? 4) ¿En qué medida tuvieron los resultados y productos del proyecto conjunto sinergias y coherencia en la obtención de resultados para el desarrollo? ¿Qué tipo de resultados se obtuvieron? 5) ¿En qué medida el proyecto aportó medidas innovadoras en el abordaje de los problemas identificados en la VBG, con especial atención a las causas estructurales de la violencia contra las mujeres? 6) ¿Cómo ha contribuido el proyecto conjunto a mejorar la comunicación y colaboración entre las diferentes instituciones que integran el sistema de respuesta contra la violencia doméstica, de género y generaciones? 7) ¿En qué medida tuvo el proyecto conjunto una estrategia de vigilancia y monitoreo útil y fiable que contribuyera a lograr resultados de desarrollo medibles? 8) ¿En qué medida el proyecto conjunto fue fructífero en materia de incidencia para obtener cambios jurídicos o en las políticas? Si fue fructífero, explique por qué. 9) En caso de que el proyecto conjunto haya logrado establecer nuevas políticas y/o leyes, ¿existen probabilidades de que el cambio jurídico o de políticas sea institucionalizado o se sostenga?
Pertinencia ³⁰	1) ¿En qué medida la estrategia y actividades implementadas por el proyecto resultaron pertinentes para atender las necesidades de las mujeres y niñas? 1) ¿En qué medida los resultados obtenidos (meta, efectos y productos del proyecto) siguen siendo pertinentes a las necesidades de las mujeres y niñas? 2) ¿En qué medida fueron pertinentes el diseño y estrategia de este proyecto conjunto en función de las prioridades nacionales (Plan Nacional de lucha contra la Violencia Doméstica y Medidas por la vida y la convivencia)? 3) ¿En qué medida hubo una apropiación conjunta de Asociados Nacionales y Agencias involucradas, para el diseño, ejecución y monitoreo del proyecto? 4) ¿En qué medida la acción conjunta aportó a la resolución de los problemas enunciados en el documento del proyecto?

²⁹ Eficacia: Es el grado o nivel de progreso de los productos para el logro de resultados del proyecto conjunto.

³⁰ Pertinencia: Establece la medida en que los resultados, productos y metas del proyecto son congruentes con las necesidades y prioridades del país, así como con las políticas y marcos del Sistema de Naciones Unidas en Uruguay y continúan siendo válidos tal como fueron previstos inicialmente o como se modificaron en respuesta a cambios en el contexto del país.

Criterios de Evaluación	Preguntas de Evaluación Obligatorias
	<p>6) ¿Cómo y hasta qué punto, facilitó el proyecto conjunto el diálogo entre la comunidad, la sociedad civil y las autoridades locales sobre las políticas y prácticas relativas a prevención y atención de la violencia doméstica, de género y generaciones?</p> <p>7) ¿En qué medida la información presentada y monitoreada a través del Comité de Gestión permitió adecuar medidas para optimizar la implementación del proyecto?</p>
<p>Eficiencia³¹</p>	<p>1) ¿Cuán eficiente y oportunamente este proyecto fue implementado y administrado, de acuerdo con el Documento de Proyecto?</p> <p>2) ¿En qué medida el modelo de gestión del proyecto, (es decir: instrumentos, recursos económicos, humanos, y técnicos, estructura organizativa, flujos de información, toma de decisiones en la gestión técnica y administrativa), contribuyó a generar los productos y resultados previstos?</p> <p>3) ¿En qué medida y de qué forma aumentó o redujo el proyecto conjunto la eficiencia en la obtención de resultados y la entrega de productos?</p> <p>4) ¿Qué tipo de metodologías de trabajo, instrumentos financieros y prácticas institucionales se utilizaron para aumentar la eficiencia del trabajo conjunto con Naciones Unidas?</p> <p>5) ¿Cuál fue el progreso del proyecto en términos financieros (montos comprometidos y ejecutados, total y por agencia, en unidades monetarias y en porcentaje)?</p> <p>6) ¿Qué tipo de obstáculos (administrativos, financieros y de gestión) hizo frente el proyecto conjunto y hasta qué punto afectaron su eficiencia?</p> <p>7) ¿En qué medida los/las involucrados en el proceso, autoridades nacionales, locales y Agencias, se apropiaron del proyecto conjunto, desempeñando un papel activo y eficaz en el mismo? ¿Qué modos de participación (liderazgo) impulsaron el proceso?</p> <p>8) ¿Hasta qué punto y de qué forma la implicación de los involucrados en el proyecto conjunto, -o la falta de ésta-, repercutió en la eficiencia y eficacia del proyecto conjunto?</p> <p>9) ¿En qué medida los mecanismos de monitoreo y seguimiento del proyecto ayudaron a alcanzar los logros esperados? ¿Fue el Comité de Gestión un espacio de análisis de la eficacia del proceso propuesto por el proyecto?</p>

³¹ Eficiencia: Establece el grado en que se logran los productos del proyecto conjunto, de la mejor forma posible, en función de los recursos disponibles, representada mediante la siguiente expresión evaluativa: productos obtenidos versus recursos utilizados. En el análisis de la eficiencia se mide la “productividad” de las intervenciones programáticas. Se analizan los resultados obtenidos en relación con los gastos en que se ha incurrido y los recursos utilizados. Se centra en la relación entre la cantidad, la calidad y la oportunidad de las aportaciones, incluidos el personal, las/os consultores, los viajes, la capacitación, el equipo y gastos diversos, así como la cantidad, la calidad y la oportunidad de los productos obtenidos.

Sostenibilidad	<ol style="list-style-type: none"> 1) ¿De qué manera los resultados obtenidos, en especial los cambios positivos generados por el proyecto en la vida de las mujeres y niñas en cuanto a la meta del proyecto, se sostendrán luego de la finalización de este proyecto? 2) ¿De qué manera los resultados obtenidos, en especial los cambios positivos generados por el proyecto en el CNCLVD y SIPIAV, se sostendrán luego de la finalización de este proyecto? 3) ¿En qué medida los espacios interinstitucionales del CNCLVD y el SIPIAV y sus expresiones territoriales, se apropiaron y/o apoyaron la ejecución del proyecto conjunto? 4) ¿Demuestran estas instituciones capacidad técnica, compromiso de liderazgo y asignación de recursos económicos para darle continuidad a los resultados del proyecto para ampliarlo, para replicar las buenas prácticas? 5) ¿Se han creado y/o fortalecido capacidades operativas de los asociados nacionales, incluyendo a la sociedad civil y organizaciones de mujeres? 6) ¿Tuvieron los asociados nacionales la capacidad financiera suficiente para mantener a lo largo del tiempo los beneficios generados por el proyecto?
Criterios de Evaluación	Preguntas de Evaluación Obligatorias
	<ol style="list-style-type: none"> 7) ¿En qué medida aumentaron u oscilaron las asignaciones del presupuesto nacional al sector concreto abordado por el proyecto conjunto? 8) ¿Hasta qué punto ha contribuido el proyecto a crear mecanismos de diálogo interinstitucional? ¿y entre la ciudadanía, la sociedad civil y el Estado que puedan mantenerse después del plazo del proyecto?
Impacto	<ol style="list-style-type: none"> 1) ¿Cuáles son las consecuencias no previstas (positivas y negativas) resultantes del proyecto? 2) En qué medida el proyecto contribuyó a atender las observaciones relativas a la problemática de VBGG elaboradas por el Comité de CEDAW para Uruguay (ver observaciones finales de la 22 a la 29) 3) ¿Cuáles han sido las principales barreras y desafíos? 4) ¿Cuáles han sido los principales factores de éxito y de dificultad?
Generación de Conocimientos	<ol style="list-style-type: none"> 1) ¿Cuáles son las lecciones aprendidas clave que se pueden compartir con otras profesionales abocadas a la eliminación de la violencia contra mujeres y niñas? 2) ¿Existen prácticas promisorias? En caso afirmativo, ¿cuáles son y cómo estas prácticas promisorias podrían replicarse en otros proyectos y/u otros países que tengan intervenciones similares? 3) ¿Hubo estudios y/o aportes novedosos, innovadores en el marco de la problemática de la violencia hacia mujeres, niñas y adolescentes y el sistema de respuesta? Detalle los más significativos e indique sus posibilidades de impactos para futuras acciones en VBGG. 4) ¿En qué medida contribuyó la gobernanza del Proyecto según el modelo “Unidos en la Acción”, para los fines de desarrollo y el combate a la VBGG?

METODOLOGÍA DE LA EVALUACIÓN

La evaluación final del Proyecto Conjunto se basará en una metodología propuesta por la/el evaluador, la cual será validada por el Comité de Gestión del Proyecto y deberá incluir:

- 1) Diseño de evaluación propuesto. El enfoque general de la evaluación, especificando tipo de evaluación, tipo de diseño. El enfoque a seguir debe responder a los propósitos, ámbitos y preguntas expresados en estos términos de referencia. Dicho diseño incluirá una Matriz de Evaluación que relacionará las preguntas clave con indicadores y las respectivas fuentes de verificación. Se debe considerar la utilización de los indicadores previstos en el Marco de Resultados del Programa Conjunto.
- 1) Fuentes de los datos. Los instrumentos y herramientas para recopilar los datos y la información relevante, incluyendo la variedad de informantes a ser entrevistados/encuestados; la diversidad de las fuentes para recabar información. Se debe procurar el balance entre la información cualitativa y cuantitativa, así como el enfoque de género y generaciones para el análisis de la información. Cuando corresponda y sea posible, la recolección de datos debe ser desagregada por sexo, edad, etnicidad y otros aspectos relevantes.
- 2) Métodos y análisis de la recolección de datos propuesta. El método que se utilizará para la interpretación y análisis de la información, se basará en la revisión del cumplimiento de los productos planteados en el documento aprobado, la matriz RRF, considerando los ajustes que se hicieron al momento de operativizarlo.
- 3) Métodos de muestreo propuestos. Examinar la recolección de información y datos que permitirá establecer si este proyecto fue exitoso o no- se debe responder a la pregunta de calidad de datos y existencia de sistemas de información relevantes al proyecto.
- 4) Visitas a terreno. La evaluación deberá ser participativa, contribuyendo a dar voz a las diferentes contrapartes nacionales y territoriales, socios y beneficiarios/as del mismo y cumplir estrictamente los criterios éticos que deben seguirse en toda investigación en el campo de la violencia contra las mujeres³², entre otros.

Se sugieren los siguientes métodos para la recopilación de información para la evaluación:

- Revisión y análisis de documentos y materiales elaborados/apoyados por el proyecto conjunto o relacionado a sus actividades. Contenido/análisis de políticas nacionales, leyes y regulaciones en los temas de Violencia contra la Mujer.
- Realizar entrevistas a informantes clave de contrapartes nacionales, Agencias involucradas, beneficiarios/as de las áreas de intervención, personal de las instituciones que han participado de las actividades del proyecto. La información obtenida será clave para identificar desafíos y oportunidades para la continuación de las políticas y acciones en la problemática.
- Se sugiere llevar a cabo visitas de campo y mantener reuniones con personas claves de las áreas de intervención.

Es importante mencionar que, con el fin de reforzar la credibilidad y validación de los hallazgos y conclusiones obtenidos de la información cualitativa primaria, las/os evaluadores deben utilizar técnicas de triangulación. Esto significa verificar dos o tres veces los resultados del análisis de la información haciendo comparaciones de la información obtenida a través de cada método de recopilación de información (antes mencionados).

Las personas evaluadoras también deben comparar los resultados obtenidos a través de diferentes fuentes de información – i.e. comparar los resultados obtenidos de las entrevistas con personal del gobierno con los de los beneficiarios o de la información estadística.

Durante la fase de diseño, la/el evaluador también debe acordar mecanismos de validación, el informe inicial deberá incluirlos en el capítulo sobre metodología. Estos mecanismos son arreglos que permiten la

³² WHO 2001, Putting Women First: Ethical and Safety Recommendations for Research on Domestic Violence Against Women, Available at http://www.who.int/gender/documents/violence/who_fch_gwh_01.1/en/index.html

verificación y validación de las hipótesis y los hallazgos preliminares. Las técnicas de validación más comunes son:

- Revisiones internas de la/el evaluador con el Grupo de Trabajo para el seguimiento de la Evaluación: acordar una serie de reuniones internas durante las fases de recopilación de información y análisis, para compartir y discutir los hallazgos/conclusiones preliminares, las hipótesis y la evidencia entre los miembros de la/el evaluador.
- Presentar y discutir los hallazgos preliminares con el Grupo de Trabajo conformado a este fin y el Comité de Gestión del Proyecto: esta presentación debe llevarse a cabo preferentemente en un taller.
- Grupos focales: cuando se llevan a cabo cerca del final de la fase de trabajo en campo, pueden facilitar la presentación de hallazgos preliminares a una audiencia importante que pueda validar o poner en duda su validez.

Las personas consultoras/evaluadoras de la revisión llevarán a cabo la tarea de acuerdo con los términos de referencia y reportarán al Grupo de Trabajo para el seguimiento de la Evaluación y al Comité de Gestión del proyecto.

ÉTICA DE LA EVALUACIÓN

La evaluación será realizada de acuerdo a los principios enunciados en la ‘Guía Ética para Evaluaciones’ (Ethical Guidelines for Evaluation) del Grupo de Evaluación de la ONU (UNEG) <http://www.unevaluation.org/ethicalguidelines>.

Es imperativo que la(s) evaluadora(s):

- Garanticen la seguridad de las/os encuestadas/os y la/el evaluador.
- Apliquen protocolos que garanticen el anonimato y la confidencialidad de las personas encuestadas.
- Seleccionen y capaciten al equipo de investigación en los aspectos éticos.
- Deriven a los servicios locales y fuentes de apoyo a aquellas mujeres que pudieran solicitarlos.
- Garanticen el cumplimiento de los códigos legales que rigen en áreas como las disposiciones para recolectar e informar datos, especialmente los permisos necesarios para entrevistar y obtener información sobre niñas, niños y jóvenes.
- Almacenen de forma segura la información recolectada.

La(s) evaluadora(s) debe(n) consultar los documentos pertinentes con anterioridad al desarrollo y finalización de los métodos e instrumentos de recolección de datos. Los documentos clave son (entre otros) los siguientes:

- Organización Mundial de la Salud, 2003. *Dando prioridad a las mujeres: Recomendaciones éticas y de seguridad para la investigación sobre la violencia doméstica contra las mujeres.* www.who.int/gender/documents/violence/who_fch_gwh_01.1/en/index.html
- Jewkes, R., E. Dartnall y Y. Sikweyiya (2012). *Ethical and Safety Recommendations for Research on the Perpetration of Sexual Violence.* Sexual Violence Research Initiative. Pretoria, Sudáfrica, Medical Research Council. Disponible en www.svri.org/EthicalRecommendations.pdf
- Researching violence against women: A practical guide for researchers and activists Noviembre de 2005

http://www.path.org/publications/files/GBV_rvaw_complete.pdf

- Organización Mundial de la Salud (OMS), 'Ethical and safety recommendations for researching documenting and monitoring sexual violence in emergencies' 2007, http://www.who.int/gender/documents/OMS_Ethics&Safety10Aug07.pdf

PRODUCTOS ESPERADOS Y FORMA DE PAGO

	Productos Entregables	Descripción de los Productos Entregables Previstos	Cronograma para cada producto entregable
1	Informe Preparatorio de Evaluación (idioma del informe: Español)	Este Informe debe ser preparado en la primera etapa del proceso. Ha de incluir el Plan de Trabajo ³³ con su cronograma de ejecución y metodología. La estructura deberá estar alineada con la estructura sugerida en el anexo del Pliego.	Este debe ser entregado al mes de la entrega de toda la documentación del proyecto conjunto a la/el evaluador
2	Informe Preliminar de Evaluación (idioma del informe: Español)	El Grupo de Trabajo de seguimiento de la Evaluación, el Comité de Gestión y el Secretariado del Fondo Fiduciario revisarán este informe para asegurar que la evaluación cumple con lo establecido en los TDR, expectativas y criterios de calidad.	Este debe ser entregado a los dos meses y medio de iniciada la consultoría
3	Informe Final de Evaluación (idioma del informe: Español e Inglés)	Los comentarios pertinentes realizados por las partes interesadas clave deben estar incorporados a la versión definitiva, mientras que el informe final (que debe ser presentado en español e inglés), debe reunir los requisitos mínimos indicados en el anexo del Pliego. La estructura deberá estar alineada con la estructura sugerida en el anexo del Pliego.	Este debe ser entregado a los tres meses de iniciada la consultoría

Los pagos se realizarán de la siguiente manera:

- 20% a la firma del contrato y entrega del primer producto de la Evaluación y/o Plan de Trabajo.
- 80% con la aprobación del Informe Final de la Evaluación.

Los pagos estarán sujetos a la conformidad técnica de los Asociados Nacionales, las Agencias del Sistema, Coordinación del Proyecto, validado en el marco del Comité de Gestión del Proyecto.

COMPETENCIAS EXIGIDAS PARA LA CONSULTORÍA DE EVALUACIÓN

8.1 Composición de la consultoría, funciones y responsabilidades.

Esta consultoría será realizada por un/a consultor/a internacional senior que **deberá contar con el apoyo de una asistencia nacional que estará incluida en el monto total de esta consultoría** y será seleccionada y monitoreada por la persona contratada para la consultoría internacional. La persona contratada tendrá la responsabilidad de emprender la evaluación desde el principio al final, conducir las tareas de evaluación bajo la supervisión de las directoras de tareas de evaluación de las instituciones beneficiarias, de la recolección y análisis de datos, así como de la elaboración del informe preliminar y su finalización en español e inglés.

8.2 Competencias Exigidas.

Perfil de la/el Consultor/a:

- Formación en el área de Ciencias Sociales con conocimiento exhaustivo sobre igualdad de género y empoderamiento de las mujeres.

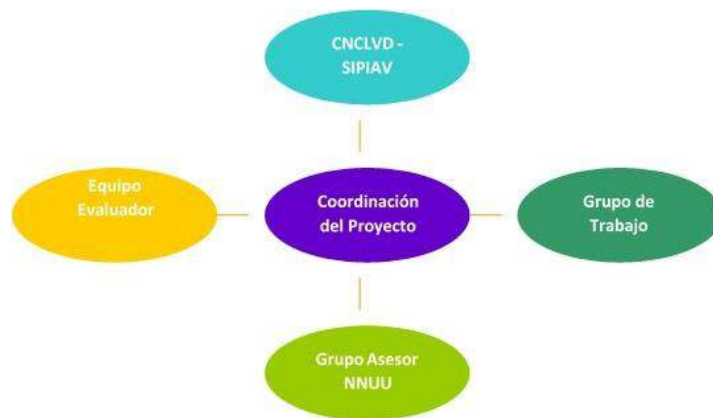
³³ El Plan de Trabajo representa el punto de partida para el costeo de la evaluación, así como para el seguimiento y supervisión por parte del Grupo de Trabajo y del Comité de Gestión para la rendición de cuentas, atendiendo a las responsabilidades del equipo evaluador y otros participantes. Debe indicar los recursos y el tiempo asignado a las tareas, identificar aspectos relativos al tamaño/composición de la muestra y procedimientos de muestreo.

- Experiencia en evaluación por lo menos de 5 años en aplicación de evaluaciones externas, con destrezas en métodos mixtos de evaluación y flexibilidad en el uso de métodos no tradicionales e innovadores de evaluación.
- Conocimiento experto en enfoques de evaluación basados en el género, generaciones y los derechos humanos, y en cuestiones de violencia contra mujeres, niñas y adolescentes.
- Experiencia específica en evaluación en áreas referidas a la eliminación de la violencia contra mujeres, niñas y adolescentes.
- Experiencia en recopilación y análisis de datos cuantitativos y cualitativos.
- Sólido compromiso para entregar resultados de alta calidad y de forma oportuna.
- Antecedentes sólidos en liderazgo y conducción de equipos, así como habilidades interpersonales y de comunicación para ayudar a garantizar la comprensión y uso de la evaluación.
- Buenas aptitudes de comunicación y capacidad para comunicarse con distintos actores y expresar ideas y conceptos de forma clara y concisa.
- Experiencia y conocimientos de país: se requieren conocimientos exhaustivos del Uruguay.
- Buen dominio del español por ser idioma local.

DISPOSICIONES RELATIVAS A LA ADMINISTRACIÓN DE LA EVALUACIÓN

Nombre del Grupo	Función y responsabilidades	Nombre real del personal responsable
Evaluador/a externa	Consultoría externa que conduce la evaluación en función del acuerdo contractual y del Pliego de Condiciones, y bajo la supervisión diaria de la Dirección de Tareas de Evaluación.	Personas Evaluadoras externas
Director/as de Tareas de Evaluación	<ul style="list-style-type: none"> • Gestión para la contratación de la persona evaluadora externa; • Encabeza la recolección de los documentos y datos clave que se compartirán con las personas evaluadoras al comienzo de la fase preparatoria; • Oficia de enlace con la/el consultor/a evaluador/a, el grupo de trabajo, la organización contratante y el Comité de Gestión del proyecto. • Brindar orientación administrativa y técnica al/la evaluador/a a lo largo de toda la evaluación. • Realiza la socialización del informe a los involucrados en el Proyecto 	Coordinación del Proyecto, referente del CNCLVD y referente de SIPIAV
Organización Contratante	Director/a senior referente de la organización que encarga la evaluación (beneficiaria) – responsable de: 1) asignar los recursos humanos y financieros apropiados para la evaluación; 2) orientar a la director/a de evaluación; 3) preparar las respuestas a las recomendaciones generadas por la evaluación.	Referente de INMUJERES y de la Coordinación SIPIAV

<p>Grupo de Trabajo Adhoc interinstitucional</p>	<ul style="list-style-type: none"> • Coordinar el proceso de evaluación con todos los actores involucrados, monitorear el progreso del proceso de evaluación y mantener al/la responsable de la evaluación actualizado con respecto al progreso. • Informar al Comité de Gestión del Proyecto sobre los avances de la Evaluación e informar a la interna de los espacios interinstitucionales o Agencias que representan. • Recomendar la aprobación o no del informe final de la evaluación. • Participar en el plan de diseminación. • Facilitar acceso del evaluador/a a la información y organiza reuniones regulares con él. • Coordinar el proceso de revisión de los borradores y compila los comentarios del equipo de coordinación de la evaluación y de las contrapartes, para consideración del evaluador/a. • Diseñar y compartir con el equipo de coordinación de la evaluación, un plan de diseminación y asegura su implementación. • Revisar, proporcionar insumos y aprobar los Términos de Referencia. • Participar en el proceso de evaluación y en la selección y validación de la/el evaluador. 	<p>Integrado por representantes del</p> <p>CNCLVD, SIPIAV, Agencias de NNU y Unidad de Coordinación del Proyecto Conjunto.</p>
<p>Nombre del Grupo</p>	<p>Función y responsabilidades</p>	<p>Nombre real del personal responsable</p>
	<ul style="list-style-type: none"> • Brindar información al evaluador/a. • Recomendar la aprobación del informe inicial. • Monitorear el progreso y la calidad de las actividades de evaluación. • Revisar y comentar los borradores e informes preliminares. • Avalar el plan de diseminación de los resultados de la evaluación. 	
<p>Comité de Gestión del Proyecto</p>	<p>El Comité de Gestión del Proyecto, será quien valide las aprobaciones de los informes, considerando las recomendaciones del Grupo de Trabajo y las valoraciones de Asociados Nacionales y Agencias aporten desde sus análisis de los productos.</p>	<p>Integrado por decisores/as del CNCLVD, SIPIAV, Agencias de Gobierno, de NNU y Coordinación del Proyecto.</p>
<p>Grupo Asesor</p>	<p>Debe incluir un punto focal de Oficina Regional de ONU Mujeres y Directora de Cartera del Fondo Fiduciario ONU para que revisen y hagan comentarios al <u>Pliego preliminar y el informe preliminar</u> como garantía de calidad y brindar apoyo técnico de ser necesario.</p>	<p>Secretariado del Fondo Fiduciario de las Naciones Unidas para Eliminar la Violencia contra la Mujer</p>



9.1 Procedimientos y logística

- La evaluación se desarrollará en la Ciudad de Montevideo e incluirá visitas de campo tanto en oficinas y espacios ubicados en la ciudad capital como en diferentes departamentos del país donde se llevaron a cabo actividades del Proyecto, según indique el Grupo de Trabajo del Proyecto.
- Tendrá una duración de tres meses. Los informes se entregarán en español, impreso y en formato electrónico. El último informe se presentará además en inglés.
- La propiedad intelectual de los resultados de la Evaluación pertenecen exclusivamente al Sistema de Naciones Unidas, CNCLVD y SIPIAV.

CRONOGRAMA DEL PROCESO COMPLETO DE EVALUACIÓN

Etapa de Evaluación	Tarea Clave	Responsable	Nº de días de trabajo
Etapa de preparación	Compilar los documentos clave y datos existentes		15
	Contratar a la(s) evaluadora(s) externa(s)		30
Etapa Preparatoria	Reuniones informativas con las evaluadoras para orientarlas	Directora de Tareas de Evaluación	4
	Estudio bibliográfico de documentos clave	Evaluador/a	15
	Finalizar el diseño y métodos de la evaluación	Evaluador/a	15
	Elaborar un informe preparatorio	Evaluador /a	15
	Revisar Informe Preparatorio y devolver comentarios	Dirección de Tareas de Evaluación, Grupo de Referencia y Grupo Asesor	6
	Presentar la versión definitiva del informe preparatorio	Evaluador/a	2
Etapa de	Investigación bibliográfica	Evaluador/a	10

recolección y análisis de datos	Misión técnica al país para recolección de datos (visitas al terreno, entrevistas, cuestionarios, etc.)	Evaluador/a	6
Etapa de síntesis y preparación de informes	Análisis e interpretación de las constataciones	Evaluador/a	15
	Preparar informe preliminar	Evaluador/a	7
	Revisión del informe preliminar con las partes interesadas clave como garantía de calidad	Dirección de Tareas de Evaluación, Grupo de Referencia, Directora Senior de la Organización Contratante y Grupo Asesor	6
	Unificar los comentarios de todos los grupos y enviar los comentarios unificados al equipo evaluador	Dirección de Tareas de Evaluación	10
	Incorporar los comentarios y revisar el informe de evaluación	Evaluador/a	8
	Presentación de informe final	Evaluador/a	15
	Revisión final y aprobación del informe	Dirección de Tareas de Evaluación, Grupo de Referencia, Directora Senior de la Organización Contratante y Grupo Asesor	10
Diseminación y seguimiento	Publicar y distribuir el informe final	organización contratante orientada por la dirección de evaluación	15
	Preparar las respuestas administrativas para las recomendaciones clave del informe	Directora Senior de la organización contratante	6
	Organizar eventos de aprendizaje (para discutir constataciones y recomendaciones clave, usar las constataciones para planificar el próximo año, etc.)	organización contratante	15

POSTULACIÓN Y EVALUACIÓN DE APLICACIONES

11.1 Evaluación de postulaciones

Se seleccionará al oferente que obtenga la mayor puntuación, considerando los coeficientes para determinar el puntaje combinado, técnico-económico:

Calificación de CV 30%

Propuesta técnica	50%
Propuesta económica	20%
Total	100%

Los porcentajes se adjudicarán siguiendo el siguiente esquema de puntajes:

ITEM		PUNTAJE
Formación de la consultoría internacional 15 puntos	Profesional del área de las Ciencias Sociales con maestría en derechos humanos y/o género.	12 - 15
	Profesional del área de las Ciencias Sociales con cursos de posgrado en derechos humanos y/o género.	7 - 11
	Profesional del área social, egresado/a universitario o terciario/a, sin posgrado	< 7
Experiencia de la consultoría internacional 15 puntos	5 o más años de experiencia en evaluaciones de políticas públicas relacionadas con la temática.	12 - 15
	5 o más años de experiencia en evaluaciones de proyectos relacionados con la temática.	7 - 11
	5 o más años de experiencia en evaluaciones de proyectos del área social.	< 7
CALIFICACIÓN DE CV		30
Análisis de contexto de la propuesta técnica ³⁴ 20 puntos	Nivel de excelencia	15 - 20
	Nivel destacado o aceptable	9 - 14
	Nivel insuficiente	< 8
Coherencia de la propuesta técnica 30 puntos	Propuesta coherente, con responsabilidades y definición de actividades claras y concretas, y resultados medibles.	22 - 30
	Propuesta coherente, con responsabilidades claras y actividades y/o resultados a ajustar.	12 - 22
	Bajo nivel de coherencia en el planteamiento del proceso a seguir.	< 12
PROPUESTA TÉCNICA		50

³⁴ *Excelente*: buen manejo de la información, demuestra dominio tanto en la temática como en el enfoque de planificación, claridad conceptual y capacidad de propuesta.

Destacado o aceptable: aceptable de dominio de la temática, aceptables las capacidades de comunicación y de formular propuestas. *Insuficiente*: no logra demostrar aceptable ninguna de las capacidades anteriores.

PROPUESTA ECONÓMICA	El número máximo de puntos asignados a la propuesta económica se asigna a la propuesta de precio más bajo. Todas las demás propuestas económicas recibirán puntos en proporción inversa. Una fórmula sugerida es como sigue: $p = 30 (\mu / z)$	20
ITEM		PUNTAJE
	Dónde: <ul style="list-style-type: none"> • p = puntos para la propuesta económica que está siendo evaluada • μ = precio de la propuesta de menor precio • z = precio de la propuesta que se está evaluando 	
PUNTAJE TOTAL		100

La persona licitante que desee participar en la presente convocatoria, deberá presentar los siguientes documentos:

- Formulario P11
- Propuesta Técnica
- Propuesta Económica

En los siguientes formatos encontrará una breve guía de cómo desarrollar sus propuestas. Favor leer detenidamente.

11.2 Formato de la PROPUESTA TÉCNICA

Concurso: ONUMUJERES-URY-TF-INT 2015

Consultoría internacional para la evaluación final del proyecto “Uruguay unido para poner fin a la violencia hacia mujeres, niñas y adolescentes”

Nombre de Participante/Proponente: _____

1. MARCO CONCEPTUAL Y CONTEXTO (máximo 2 hojas)

- ✓ Línea de pensamiento que sustenta su propuesta con referencias bibliográficas de autoras/es principales.
- ✓ Vincule claramente cómo el marco conceptual alimenta y guía el desarrollo de los productos solicitados en esta consultoría.
- ✓ Describa y analice brevemente la situación de coyuntura del país/institucional en la que se enmarca la consultoría
- ✓ Vincule la consultoría con las prioridades nacionales (Plan Nacional de Desarrollo, Constitución o leyes, Planes sectoriales, Agendas, etc.)
- ✓ Resalte cómo aprovecha aprendizajes de iniciativas similares

2. MATRIZ DE TRABAJO PARA LOS PRODUCTOS A PRESENTAR:

- ✓ Detalle las actividades que realizará para elaborar los productos detallados en la consultoría considerando además las responsabilidades a su cargo.
- ✓ Identifique acciones clave para garantizar la calidad de los productos.

Actividades	Método de trabajo	Actores	Resultados	Riesgos y estrategias de solución
1.1.				
1.2.				
2.1.				
2.2.				
...				

3. DESCRIPCIÓN DE LA METODOLOGÍA A UTILIZAR (máximo 2 hojas):

- ✓ Métodos y enfoques que se utilizarán para el desarrollo de los productos.
- ✓ Describa la forma de trabajo a utilizar con los diferentes actores identificados en el plan de trabajo.
- ✓ Resalte aprendizajes de iniciativas similares y alianzas con otras instituciones y organizaciones que alimentarían esta consultoría.
- ✓ Describa cómo la metodología a utilizar garantiza la calidad de los productos.
- ✓ Describa qué metodología va a utilizar para la transferencia de conocimientos y trabajo en equipo.

4. CRONOGRAMA POR ACTIVIDADES

4. CAPACIDADES PARA DESARROLLAR LA CONSULTORÍA (máximo 1 hoja).

- ✓ Describa los conocimientos, habilidades y experiencia de trabajo previo relacionados con el objeto de esta consultoría.
- ✓ Especifique productos / iniciativas similares que haya desarrollado.
- ✓ Verifique que la descripción responda a todos los puntos detallados en el numeral 5. Perfil.
- ✓ Envíe su hoja de vida en formato Formulario P11
- ✓ Incluya breve currículum de la persona seleccionada para la **asistencia nacional** y los motivos de su elección.

Nombre: *[indicar nombre completo de la persona que firma la propuesta]*

Firma:

EN CASO DE NO ESTAR FIRMADA, LA PROPUESTA SERÁ RECHAZADA

11.3 Formato de la PROPUESTA ECONÓMICA

Concurso: ONUMUJERES-URY-TF-INT 2015

Consultoría internacional para la evaluación final del proyecto “Uruguay unido para poner fin a la violencia hacia mujeres, niñas y adolescentes”

Nombre de Participante/Proponente: _____

[Insertar nombre de la persona], quien suscribe la propuesta, declaro que:

- a) He examinado y no tengo reservas a los requisitos solicitados, incluyendo las adendas o modificaciones a la presente convocatoria.
- a) Me comprometo a brindar servicios profesionales de consultoría en el área de [indicar el área de especialidad en la que ofrece sus servicios].
- b) El precio de mi propuesta es de [señalar el valor por la totalidad de servicios de consultoría en dólares americanos] (los pagos se realizarán contra presentación de factura). El detalle de los costos es:

Producto	Honorarios (c)	Gastos de viajes, viáticos, transporte (b)	Otros (c)	Valor del producto (a+b+c)
Producto 1				
Producto 2				
Impuestos (si aplica)				
TOTAL (costo global)				

Favor tomar en cuenta que el valor indicado en este recuadro es el que se tomará en cuenta para la fase de evaluación de oferta económica

- c) Mi propuesta se mantendrá vigente por los días que se indican a continuación, contados a partir de la fecha límite fijada para la presentación de propuestas: 90 días calendario.
- d) Esta propuesta me obliga y podrá ser aceptada en cualquier momento hasta antes del término de dicho período.
- e) Manifiesto no haber sido declarado/a inelegible por ONU MUJERES para presentar propuestas.
- f) Entiendo que esta propuesta constituirá una obligación contractual, hasta la preparación y ejecución del Contrato formal.
- g) Entiendo que ONU MUJERES no está obligado a aceptar mi propuesta evaluada como la más baja ni ninguna otra de las propuestas que reciba.

Nombre: [indicar nombre completo de la persona que firma la propuesta]

Firma:

El día [indicar día] del mes [indicar el mes] de [indicar el año]. [Indicar fecha de firma de la propuesta]

EN CASO DE NO ESTAR FIRMADA, LA PROPUESTA SERÁ RECHAZADA

ANEXOS

ANEXO 1 – Actores claves y contrapartes a quienes consultar (listado inicial)

INSTITUCIÓN
INMUJERES
SIPIAV
Coordinación TF
AUCI
OCR
ONUMUJERES
UNFPA
PNUD
UNESCO
OIM
CNCLVD y las diferentes instituciones practicantes del proyecto
COMISIONES DEPARTAMENTALES DE VIOLENCIA DOMÉSTICA
COMITÉS DE RECEPCIÓN LOCAL

ANEXO 2 – Algunos documentos para consultar

Estrategia de comunicación del proyecto “Uruguay unido para poner fin a la violencia contra las mujeres, adolescentes y niñas” para potenciar la estrategia nacional en VBG

Estudio cualitativo “Tratamiento de VBG en medios de comunicación y fuentes informativas”

Estudio cuantitativo del tratamiento de la violencia basada en género en los medios de comunicación uruguayos

Violencia basada en género y generaciones: orientaciones para la cobertura periodística.

Violencia basada en género y generaciones, una mirada desde la comunicación.

Estudio comparado de marcos normativos en materia de género y generaciones.

Conclusiones y recomendaciones del estudio comparado de marcos normativos en materia de género y generaciones.

Informe de primeros resultados. Encuesta Nacional de Prevalencia de Violencia basada en Género y Generaciones

Documento conceptual sobre la intersección género y generaciones (Sección 1: “Interseccionalidad y respuesta integral en violencia basada en género y generaciones”; Sección 2: “La perspectiva de la violencia basada en género y generaciones como un imperativo de igualdad y justicia”

Bases para el diseño de una estrategia interinstitucional de abordaje de la violencia sexual.

Insumo para el diseño de una Estrategia de Formación en VBG (Académica y formativa a distancia y presencial).

Matriz de proyectos en curso con estudios comparados y revisión normativa en la temática de la violencia basada en género y generaciones (VBGG)

Insumos para el diseño del II Plan Nacional de Violencia basada en género y generaciones.

Documento de trabajo sobre la Mesa de dialogo “Reforma penal y procesal penal desde la perspectiva de la violencia basada en género y generaciones” Relatoría del Panel de expositores.

Relatoría de las mesas de trabajo para la revisión de los marcos normativos sobre violencia basada en género y generaciones.

Reglamento del Consejo Nacional Consultivo de lucha contra la Violencia Doméstica (CNCLCVD) y de las Comisiones Departamentales de lucha contra la Violencia Doméstica (CDLCVD).

Aportes para un nuevo Reglamento de las Comisiones Departamentales de lucha contra la Violencia Doméstica

Participación del Poder Judicial en con Consejo Nacional Consultivo de lucha contra la Violencia Doméstica (CNCLCVD) y las Comisiones Departamentales de lucha contra la Violencia Doméstica (CDLCVD) Aspectos generales vinculados al Sistema Nacional de Protección a la Infancia y Adolescencia contra la Violencia (SIPIAV), EL Consejo Nacional Consultivo de lucha contra la Violencia Doméstica (CNCLCVD) y las Comisiones Departamentales de lucha contra la Violencia Doméstica (CDLCVD).

El papel de los defensores de niños, niñas y adolescentes en los procesos de protección de derechos frente a situaciones de violencia.

Participación en el proceso y derecho a la defensa Propuesta de reglamentación mínima de los Comités de Recepción Local del Sistema Nacional de Protección a la Infancia y Adolescencia contra la Violencia (SIPIAV).

Descripción orgánica y del funcionamiento de las sedes judiciales

Relatoría de la mesa de trabajo sobre justicia especializada de Familia en Montevideo Revisión comparativa de los protocolos, guías y mapas para la atención de las situaciones de violencia hacia niñas,

niños, adolescentes y mujeres en el ámbito doméstico en el Uruguay. Aportes para el abordaje intersectorial.

Informes de Proyecto, Memos y actas de comités de gestión y grupos de trabajo.

Anexo 3: Estructura del informe preparatorio

¿Qué se entiende por informe preparatorio?

Un informe preparatorio es un documento que emplea la Organización Beneficiaria y las evaluadoras para verificar que comparten entre sí las mismas nociones sobre la evaluación y para aclarar cualquier malentendido desde el principio.

¿Por qué es necesario confeccionar un informe preparatorio?

Un informe preparatorio sirve para verificar si las evaluadoras comprenden **qué** tienen que hacer, **cómo y en qué plazos**, en función del Pliego y la consulta inicial con la directora de tareas de evaluación y las principales partes interesadas. Ésta es una parte del proceso de gestión de evaluación para supervisar el trabajo de las evaluadoras.

¿Quién debe confeccionarlo? ¿Cuándo?

Como parte del proceso de gestión de evaluación y como garantía de calidad, el informe preparatorio debe ser confeccionado por la(s) evaluadora(s) **después** de completar el estudio bibliográfico inicial y las consultas, pero **antes** de que comience(n) las tareas principales de recolección de datos y visitas al terreno.

¿Se exige la presentación de un informe preparatorio al Fondo Fiduciario de la ONU?

NO se exige la presentación de un informe preparatorio al Fondo Fiduciario de la ONU.

¿Qué se debe especificar en un informe preparatorio?

Es responsabilidad de la Organización Beneficiaria garantizar:

1. La calidad del informe preparatorio confeccionado por la(s) evaluadora(s) externa(s) de acuerdo al Pliego y la calidad prevista para el informe final.
1. Que las partes interesadas pertinentes en el terreno hayan sido consultadas antes de la finalización de las preguntas de evaluación y la metodología de evaluación especificadas en el informe preparatorio.

A continuación se sugiere una estructura para el informe preparatorio.

Estructura del Informe Preparatorio

1. Antecedentes y Contexto del Proyecto
1. Descripción del Proyecto
2. Propósito de la Evaluación
3. Objetivos y Alcance de la Evaluación
4. **Versión definitiva de las Preguntas de Evaluación con los criterios de evaluación**
5. **Descripción del equipo evaluador**, incluyendo la descripción breve de las funciones y responsabilidades de cada integrante del equipo
6. **Diseño y Metodología de Evaluación**
 - a. Descripción de la totalidad del diseño de la evaluación
 - b. Fuentes de datos (acceso a información y a documentos)
 - c. Descripción de métodos de recolección y análisis de datos (incluyendo nivel de precisión requerido para métodos cuantitativos, escalas de valor y códigos empleados para análisis cualitativos; nivel de participación de las partes interesadas a lo largo de todo el proceso evaluativo)
 - d. Descripción del muestreo (área y población por representar, fundamentos de la selección, mecánica de selección, limitaciones de la muestra); indicadores y parámetros de referencia, cuando proceda (indicadores previos, estadísticas nacionales, tratados de derechos humanos, estadísticas de género, etc.)
 - e. Limitaciones de la metodología de evaluación propuesta
2. **Consideraciones éticas:** a) Seguridad (de participantes y equipo evaluador); y b) Estrategia de contención y seguimiento
3. **Plan de trabajo con cronograma específico y productos entregables** por el equipo evaluador (hasta la presentación del informe concluido)
4. Anexos
 - a. **Matriz de Evaluación** [consúltese cuadro a continuación: Plantilla para la Matriz de Evaluación]
 - b. **Instrumentos de recolección de datos** (p. ej., cuestionarios de encuestas, entrevistas y guías para grupos focales, listas de verificación de observaciones, etc.)
 - c. Listado de documentos consultados hasta el momento y aquéllos que serán consultados
 - d. Listado de partes interesadas/contrapartes por consultar (entrevista, grupo focal, etc.)
 - e. **Borrador del informe final** (de acuerdo a los requisitos del Fondo Fiduciario de la ONU)

Plantilla para la Matriz de Evaluación

ÁREA DE ENFOQUE	PREGUNTAS DE EVALUACIÓN	INDICADORES	FUENTES DE DATOS	MÉTODOS DE RECOLECCIÓN DE LA INFORMACIÓN
RELEVANCIA				
EFICACIA				
EFICIENCIA				
SOSTENIBILIDAD				

Anexo 4: Estructura para el informe FINAL de Evaluación

- 1. Título y página de cubierta**
 - a) Título del proyecto
 - b) Lugares de la evaluación realizada (país, región)
 - c) Periodo del proyecto cubierto por la evaluación (mes/año – mes/año)
 - d) Fecha del informe final de evaluación (mes/año)
 - e) Nombre y organización de las evaluadoras
 - f) Nombre de la(s) organización(es) que encargaron la evaluación
 - g) Logotipo de la Beneficiaria y del Fondo Fiduciario de la ONU
- 2. Contenidos**
- 3. Listado de siglas y abreviaturas**
- 4. Sumario ejecutivo**
 - a) Descripción breve del contexto y del proyecto que se evalúa;
 - b) Propósito y objetivos de la evaluación;
 - c) Público previsto;
 - d) Breve descripción de la metodología, incluyendo los fundamentos para su elección, las fuentes de datos empleadas, métodos de recolección y análisis de datos usados, y principales limitaciones;
 - e) Las constataciones más importantes con evidencias concretas y conclusiones;
 - f) Principales recomendaciones.
- 5. Contexto del proyecto**
 - a) Descripción de los principales factores sociales, económicos, políticos, geográficos y demográficos, dentro de los que operó el proyecto.
 - b) Una explicación acerca de la forma en que el contexto social, político, demográfico y/o institucional contribuye a la utilidad y exactitud de la evaluación.
- 6. Descripción del proyecto**
 - a) Duración del proyecto, fecha de inicio y fecha de finalización del proyecto
 - b) Descripción de las formas específicas de violencia abordadas por el proyecto
 - c) Objetivos principales del proyecto
 - d) Importancia, alcance y escala del proyecto, incluyendo cobertura geográfica
 - e) Estrategia y teoría de cambio (o cadena de resultados) del proyecto con una descripción breve de la meta, efectos directos, productos del proyecto y sus actividades principales
 - f) Principales supuestos del proyecto
 - g) Descripción de los beneficiarios primarios y beneficiarios secundarios previstos, así como de las contrapartes de implementación y partes interesadas
 - h) Presupuesto y gasto del proyecto
- 7. Propósito de la evaluación**
 - a) Por qué se está realizando la evaluación
 - b) Cómo se usarán los resultados de la evaluación
 - c) Qué decisiones se adoptarán luego de completada la evaluación
 - d) El contexto de la evaluación está descrito para ofrecer una comprensión del entorno donde tiene lugar la evaluación
- 8. Objetivos y alcance de la evaluación**
 - a) Una explicación clara de los objetivos y alcance de la evaluación.
 - b) Los desafíos y límites clave de la evaluación están reconocidos y descritos.
- 9. Equipo Evaluador**
 - a) Breve descripción del equipo evaluador
 - b) Breve descripción de las funciones y responsabilidades de cada integrante en la evaluación
 - c) Breve descripción del plan de trabajo de equipo evaluador con cronograma y productos entregables específicos
- 10. Preguntas de Evaluación**
 - a) Las preguntas de evaluación originales del Pliego de la evaluación están enumeradas y explicadas, así como aquellas que se agregaron durante la evaluación (si las hubiera).
 - b) Se proporciona una explicación breve de los criterios de evaluación empleados (p. ej., pertinencia, eficiencia, eficacia, sostenibilidad e impactos).

11. Metodología de Evaluación

Subsecciones	Insumos por el equipo evaluador
Descripción del diseño de evaluación	
Fuentes de los datos	
Descripción de los métodos de recolección y análisis datos (incluyendo nivel de precisión requerido para métodos cuantitativos, escalas de valor y códigos empleados para análisis cualitativos; nivel de participación de las partes interesadas a lo largo de todo el proceso evaluativo)	
Descripción del muestreo <ul style="list-style-type: none"> • Área y población representada • Fundamentos de la selección • Mecánica de las limitaciones de la selección para la muestra • Indicadores de referencia y parámetros/línea de base, cuando proceda (indicadores previos, estadísticas nacionales, tratados de derechos humanos, estadísticas de género, etc.) 	
Descripción de las consideraciones éticas en la evaluación <ul style="list-style-type: none"> • Medidas tomadas para garantizar la seguridad de las/os encuestadas/os y el equipo evaluador • Derivación a servicios locales o fuentes de apoyo • Protocolos de confidencialidad y anonimato • Protocolos para investigación con niñas y niños, de ser necesario. 	
Limitaciones de la metodología de evaluación empleada	

12. Constataciones y Análisis por Pregunta de Evaluación

Criterios de Evaluación	Eficacia
Pregunta de Evaluación 1	¿En qué medida se alcanzaron la meta, los efectos y productos previstos por el proyecto y de qué manera?
Respuesta a la pregunta de evaluación con análisis y constataciones clave por parte del equipo evaluador	
Evidencias cuantitativas y/o cualitativas reunidas por el equipo evaluador como respaldo a la respuesta y análisis anterior	
Conclusiones	
Otros	

**Repita la misma plantilla por pregunta de evaluación.

13. Conclusiones

Criterios de Evaluación	Conclusiones
Generales	
Eficacia	
Pertinencia	
Eficiencia	
Sostenibilidad	
Impacto	
Generación de Conocimientos	
Otros (si hubiera)	

14. Principales recomendaciones

Criterios de Evaluación	Recomendaciones	Partes Interesadas Relevantes (Recomendación efectuada a quién)	Cronograma sugerido (si procede)
Generales			
Eficacia			
Pertinencia			
Eficiencia			
Sostenibilidad			
Impacto			

Generación de Conocimientos			
Otros (si hubiera)			

15. Anexos (obligatorio)

1) **Versión Definitiva del Pliego de Condiciones (TOR) para la evaluación** 2)

Matriz de Evaluación.

3) **Versión definitiva del Plan de Seguimiento de Resultados**

4) **Hoja de Datos de los Beneficiarios**

5) **Documentación adicional relativa a la metodología**

6) **Listado de personas e instituciones entrevistadas o consultadas y sitios visitados** 7) **Listado de documentos de apoyo revisados**

8) **CV de la(s) evaluadora(s) que llevaron a cabo la evaluación**

Plantilla para Hoja de Datos de los Beneficiarios

Grupo beneficiario	Número de beneficiarios alcanzados	
	En cuanto a la meta del proyecto	En cuanto a los efectos directos
Trabajadoras domésticas		
Trabajadoras migrantes		
Activistas políticas/defensoras de derechos humanos		
Trabajadoras sexuales		
Mujeres refugiadas/desplazadas internas/mujeres solicitantes de asilo		
Mujeres indígenas/pertencientes a grupos étnicos		
Lesbianas, bisexuales, transgénero		
Mujeres y niñas en general		
Mujeres/niñas con discapacidad		
Mujeres/niñas con VIH/SIDA		
Mujeres/niñas sobrevivientes de violencia		
Mujeres privadas de su libertad		

Otros (especificar):			
Total de Beneficiarios Primarios			
Organizaciones de la sociedad civil (incluyendo las ONG)	Cantidad de instituciones alcanzadas	No corresponde	
	Cantidad de individuos alcanzados	No corresponde	
Grupos/miembros comunitarios	Cantidad de grupos alcanzados	No corresponde	
	Cantidad de individuos alcanzados	No corresponde	
Profesionales de la educación (p. ej., maestras/os, educadoras/es)		No corresponde	
Organizaciones religiosas	Cantidad de instituciones alcanzadas	No corresponde	
	Cantidad de individuos alcanzados	No corresponde	
Público/comunidad en general		No corresponde	
Funcionarias/os públicas/os (p. ej., responsables de adoptar decisiones, responsables de implementar políticas)		No corresponde	
Profesionales de la salud		No corresponde	
Periodistas/Medios de comunicación		No corresponde	
Funcionarias/os de la justicia (p. ej., abogadas/os, fiscales, juezas/jueces)		No corresponde	
Hombres y/o niños		No corresponde	
Parlamentarias/os		No corresponde	
Empleadoras/es del sector privado		No corresponde	
Trabajadoras/es sociales		No corresponde	
Personal uniformado (p. ej., policial, militar, de paz)		No corresponde	
Otros (especificar):		No corresponde	
Total de Beneficiarios Secundarios		No corresponde	

ANEXO II

Listado de personas e instituciones entrevistadas o consultadas y sitios visitados

Institución	Cargo	Nombre
Consejo Nacional Consultivo de Lucha Contra la Violencia Doméstica		
INMUJERES- Ministerio de Desarrollo Social	Directora	Mariella Mazzotti
Poder Judicial	Juez	Dardo Nuevas
Ministerio de Salud Pública	Responsable Programa Violencia de Género y Salud	Carla Bellini
Ministerio del Interior	Responsable Programa Políticas de Género	July Zabaleta
Congreso de Intendentes	Representante Congreso de Intendentes	Giselle Miguez
ANEP/ Dirección de Derechos Humanos	Director y Técnica	Martin Prats y Mariana Durán
Red Uruguay de Lucha contra la violencia doméstica y sexual	Coordinadora General	Raquel Hernández
Sistema Integral de Protección a la Infancia y Adolescencia contra la Violencia		
Sistema Integra de Protección a la Infancia y Adolescencia contra la violencia	Directora	Maria Elena Mizraji
Dirección Nacional de Protección Integral en situaciones de vulnerabilidad- Ministerio Desarrollo Social	Responsable	Leticia Aszkina
Organización civil El Paso	Integrante	Mariana Echeverri

NACIONES UNIDAS		
ONU MUJERES	Representante	Magdalena Furtado
UNFPA	Representante	Valeria Ramos
PNUD	Representante	Virginia Varela
UNESCO	Representante	Guilherme Canela
OIM	Representante	Alba Goycochea
Oficina de la Coordinadora Residente	Representante	Gonzalo Kmaid
Informantes calificados (no se encuentran actualmente en los cargos que ocupaban durante el desarrollo del proyecto)		
Coordinadora del Proyecto	Coordinadora General	Isabel Soto
Ministerio de Salud Pública	Responsable Programa Violencia de Género y Salud	Sandra Romano
INMUJERES- Ministerio Desarrollo Social	Directora	Beatriz Ramírez
Agencia Uruguay de Cooperación Internacional (AUCI)	Representante AUCI	Mariela Solari
OTROS		
Organización social El Abrojo. Programa Voz y Vos	Directora Ejecutiva	Paula Baleato
Asistencia Técnica Regional	ATR- Región 1	Paula Florit
Informantes permanentes		
SIPIAV	Técnica	Alicia Faraone
INMUJERES	Técnica	Beatriz Aquino
Poder Legislativo		
Bancada Bicameral	Diputada	Bertha Sanseverino

Femenina		
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Listado Grupos Focales realizados

Grupo Focal 1_ Montevideo

Nombre	Institución	Departamento
Mariela Pellegrino	CRL	San José
Ana Laura Rodríguez	CRL	San José
Pablo Machin	CD/CRL	San José
Carina Sagrera	SIPIAV	Maldonado
Liliana García	CD	Montevideo
Irma Castro	SIPIAV	Montevideo

Grup Focal 2_ Florida

Nombre	Institución	Departamento
Angela Rodríguez	INAU	Durazno
Natalia Sanguinetti	CD	Durazno
Naya Lateunade	CD	Durazno
Maria Gabriela Marizcurrena	INAU	Florida
Valentina Pisano	INMUJERES/CD	Florida
Mariela Hernandez	INAU/CD	Florida
Silvia Páez	CD	Florida
Silvana Marroco	MSP/CD	Florida
María Cecilia Poggio	Primaria/CD	Florida

Cuestionarios virtuales

Se enviaron 29 cuestionarios virutales: 19 a las Comisiones Departamentales de Violencia Doméstica y 20 a los Comité de Recepción Local

Se recibieron 21 respuestas de los siguientes espacios:

CD	14
CRL	7
Total	21

Se enviaron también cuestionarios virtuales hacia los/as periodistas que participaron de las instancias de fromación desarrolladas durante el 2012. En total se enviaron 120 cuestionarios virtuales. Se recibieron 14 respuestas, insistiendo en varias oportunidades para que se respondiera.

También se intentó la coordinación de dos Grupos Focales con periodistas. Se enviaron convocatorias a una selección de periodistas que participaron en los cursos de formación. No se recibió respuesta a esta convocatoria.

ANEXO III

Listado de documentos de apoyo revisados

- Estrategia de comunicación del proyecto “Uruguay unido para poner fin a la violencia contra las mujeres, adolescentes y niñas” para potenciar la estrategia nacional en VBG
- Estudio cualitativo “Tratamiento de VBG en medios de comunicación y fuentes informativas”
- Estudio cuantitativo del tratamiento de la violencia basada en género en los medios de comunicación uruguayos
- Violencia basada en género y generaciones: orientaciones para la cobertura periodística.
- Violencia basada en género y generaciones, una mirada desde la comunicación.
- Estudio comparado de marcos normativos en materia de género y generaciones.
- Conclusiones y recomendaciones del estudio comparado de marcos normativos en materia de género y generaciones.
- Encuesta Nacional de Prevalencia de Violencia basada en Género y Generaciones
- Documento conceptual sobre la intersección género y generaciones (Sección 1: “Interseccionalidad y respuesta integral en violencia basada en género y generaciones”; Sección 2: “La perspectiva de la violencia basada en género y generaciones como un imperativo de igualdad y justicia”
- Bases para el diseño de una estrategia interinstitucional de abordaje de la violencia sexual.
- Matriz de proyectos en curso con estudios comparados y revisión normativa en la temática de la violencia basada en género y generaciones (VBGG)
- Insumos para el diseño del II Plan Nacional de Violencia basada en género y generaciones.
- Documento de trabajo sobre la Mesa de dialogo “Reforma penal y procesal penal desde la perspectiva de la violencia basada en género y generaciones” Relatoría del Panel de expositores.
- Relatoría de las mesas de trabajo para la revisión de los marcos normativos sobre violencia basada en género y generaciones.
- Reglamento del Consejo Nacional Consultivo de lucha contra la Violencia Doméstica (CNCLCVD) y de las Comisiones Departamentales de lucha contra la Violencia Doméstica (CDLCVD).
- Aportes para un nuevo Reglamento de las Comisiones Departamentales de lucha contra la Violencia Doméstica
- Participación del Poder Judicial en con Consejo Nacional Consultivo de lucha contra la Violencia Doméstica (CNCLCVD) y las Comisiones Departamentales de lucha contra la Violencia Doméstica (CDLCVD) Aspectos generales vinculados al Sistema Nacional de Protección a la Infancia y Adolescencia contra la Violencia (SIPIAV), EL Consejo Nacional Consultivo de lucha contra la Violencia Doméstica (CNCLCVD) y las Comisiones Departamentales de lucha contra la Violencia Doméstica (CDLCVD).
- El papel de los defensores de niños, niñas y adolescentes en los procesos de protección de derechos frente a situaciones de violencia.
- Informes Anuales SIPIAV (2012, 2013 y 2014)

- Participación en el proceso y derecho a la defensa Propuesta de reglamentación mínima de los Comités de Recepción Local del Sistema Nacional de Protección a la Infancia y Adolescencia contra la Violencia (SIPIAV).
- Descripción orgánica y del funcionamiento de las sedes judiciales
- Relatoría de la mesa de trabajo sobre justicia especializada de Familia en Montevideo Revisión comparativa de los protocolos, guías y mapas para la atención de las situaciones de violencia hacia niñas, niños, adolescentes y mujeres en el ámbito doméstico en el Uruguay. Aportes para el abordaje intersectorial.
- Informes de Proyecto, Memos y actas de comités de gestión y grupos de trabajo