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Acronyms

FARO	Grupo FARO Fundación para el Avance de las Reformas y las Oportunidades
FEPP	Fondo Ecuatoriano para el Progreso de los Pueblos
CSO	Civil Society Organizations
USAID	United States Agency for International Development
M & E	Monitoring and Evaluation
AMW	Strategic Consultancy - Andrade Miranda Wilson

Executive Summary

Grupo Faro presents the final report of the *Strengthening Civil Society in Ecuador* project, financed by the United States Agency for International Development - USAID. This report includes the results accomplished during the execution of the Project, emphasizing on the second phase implemented in 2013.

The first phase of the Project (2011-2012) was characterized by political and legal challenges regarding the relations between the Ecuadorian Government and the CSO. This situation led to uncertainty in the organizations and hindered the implementation of some activities. Afterwards, the disagreements between the Government and international donors, -especially with USAID because of its support to civil society organizations-, complicated the political context. Consequently, a new strategy was necessary to meet the expected results. This strategy considered that, despite the described challenges, it was imperative to strengthen the civil society sector and especially the organizations, in order to achieve a constructive dialogue with the government that will allow them to work within an enabling environment.

For the second phase of the Project, the strategy focused on consolidating some useful tools and products with two fundamental objectives: (1) Strengthen the CSO sector through democratic dialogue tools, civic participation, and social control, and (2) Strengthen the CSO developing their institutional capacity, sustainability, networking, and other issues.

Under the First Component, focused on the CSO sector, two competitive funds (small donations) were implemented with the participation of 24 CSO. This activity allowed the implementation of interesting initiatives which will continue beyond the end of the Project. In addition, ongoing local initiatives were strengthened to accomplish their objectives. Both funds exceed expected results, for example 4,354 people benefited directly from the project.

In terms of public policy, the project worked intensively on the analysis of policy proposals for the CSO, through meetings and workshops whose results are included in the

draft of the CSO Law and in the Legal Handbook for their operations. Also, the project conducted studies on gender mainstreaming, as well as CSO network management. In terms of tools, a directory of Ecuadorian CSO was developed, including geographic referenced maps, and a website to share these products and CSO information. As a result of these efforts, the initiative “Civic Innovation Award” was implemented in order to disseminate best practices for CSO. Under the Second Component, the project worked on the consolidation of the “Leadership Training.” The curriculum was designed during the first phase by Universidad Casa Grande, and 25 CSO from Guayaquil participated in a pilot program in 2012. In November 2012, with the purpose of increasing the number of beneficiaries, the project hired *Universidad Técnica Particular de Loja* to conduct the training program nationwide. Representatives from 190 CSO participated. The training was a combination of in-person and e-learning modules.

To consolidate the training program and improve its impact, taking into account the experience and lessons learned from the first phase, in 2013 the project evaluated and redesigned the training program considering current regulatory changes, the new socio-political context for CSO, as well as new trends for adult education. Additionally, the project conducted a supply and demand study to ensure the training program meets CSO expectations and needs. As a result, Grupo Faro currently has a comprehensive training program whose characteristics, modules and tools (such as user and participant manuals) are included in this report.

Also, as part of this component, the project developed a coaching program on sustainability for CSO. The first phase of the Project worked on the elaboration of sustainability plans for 15 CSO, as well as two studies to map financing sources and trends in international cooperation. It was a very interesting and useful exercise for the organizations. As a result, during the second phase the Project developed a comprehensive sustainability program, including coaching to 10 organizations to achieve their planned goals.

In the second phase, the project emphasized the sustainability of the CSO, going beyond

just the development of sustainability plans. The activities included organizational assessments, workshops, technological tools, training, and technical assistance. The excellent results obtained from this activity were presented at an international event on CSO sustainability. The event was an opportunity to share experiences among various organizations. Once this process finished, the participant organizations were assessed and the results are attached to this report.

Finally, the Performance Indicator Matrix was updated in the first and in the second phase. Most of the indicators exceed expected targets, and the results, products and activities were accomplished within the deadline.

In the financial area, the 2012 audit report was submitted to USAID; the 2013 audit was conducted in accordance with the Agreement and the Project close out plan presented in July 2012. The external audit report was submitted to USAID on November 22, 2013.

The implementation of this Project was challenging for Grupo FARO because it required nationwide efforts at a crucial time for the country. Nevertheless, the results achieved, the processes initiated and the joint effort with more than 100 CSO, demonstrated that the civil society sector that has worked exhaustively for the country's development, can be strengthened. Thus, the CSO sector merits all the efforts that were supported.

Grupo Faro appreciates the support provided by USAID to our institution and the civil society sector. Together, we have helped to strengthen the sector to actively participate in the wellbeing of the country.

Project Implementation by Strategic Objective

- 1. Strategic Objective 1:** Strengthen the capacity of CSO to effectively influence institutions and democratic processes, institutions, and adherence to democratic principles.

A. Results

Accomplished results are as follows:

Result 1.1: *Civil Society organizations, including those that represent and/or work with vulnerable groups of the population, implement effective advocacy and watchdog strategies: Small Donations Fund*

During the project period, two competitive funds were created; one in 2012 and the other in 2013. This report emphasizes results achieved in 2013.

Within the Competitive Fund's indicators for both phases I (2012) and II (2013) of the Project, the following four indicators are the more important due to the future impact and results:

- 4,354 people trained during both phases on water management, social control mechanisms, democracy, trafficking in persons, among others.
- 154 workshops conducted during the two phases. These workshops were conducted by the participant projects. The workshops were held in diverse topics.
- 48 communities trained nationwide.
- In the first phase, the CSO Jatun Kawsay from Saraguro- Loja, advocated for a new policy governing land-use and management of water resources. They held 11 workshops with over 400 participants from the community to develop the policy and build the support necessary for its approval. This policy will benefit over 5,000 inhabitants, supporting the indigenous community's demand for improved biodiversity conservation.

Before the call to submit applications, the procedures manuals were revised and adjusted to be useful, practical and easy to understand. The call for the 2013 Competitive Fund (CF) was on February 21, 2013 and the deadline for submitting proposals was March 13, 2013. Fifty nine (59) proposals were received and 11 projects were selected by a committee after a thorough selection. These projects fulfilled with the established selection criteria: quality, innovation, methodology/strategy, inclusion of cross-cutting issues and sustainability.

The committee informed the results of the selection on April 8, 2013. Subsequently, an initial workshop was organized on April 16 for the 11 selected organizations. The objective of the workshop was to define technical, administrative and financial procedures

for the implementation of the projects.

During the workshop, these organization signed with the agreements with FARO. Then, the institutions received the first disbursement corresponding to the 60% of the total project costs. Technical field visits were conducted during the implementation of the projects. Weekly calls to the organizations were also done to be in constant contact with the CSO.

By the end of June 2013, the organizations submitted midterm performance reports. On August 15 and 16, 2013, the second CF workshop “Lessons Learned from the Competitive Fund” was conducted in Cuenca. The objective of the workshop was to review the progress of the activities and lessons learned from the implementation and consolidate the CF network.

Two representatives (one technical and one financial) from each of the 11 selected organization participated as well as Grupo FARO officials. Grupo FARO coordinated transportation and lodging for participants living out of Cuenca. Thus, 16 people from Machala, Quito, Saraguro, Cañar, Guayaquil and Portoviejo attended the workshop.

All the programed activities, including the participants’ presentations and work groups focused on strengthening links between participants. Participatory methodologies and dynamics allowed information sharing between organizations that do not usually have contact. The organizations’ representatives emphasized the importance of coordinating with those responsible from Grupo FARO, and made relevant that although FARO was not physically in the same city, it has always existed direct communication and fast response to what had been required.

During the workshop, two presentations on relevant topics were included. The first one was: “The role of the CSOs under the current context: the importance of networking” by Orazio Bellettini, Grupo FARO’s Director, and the second was “Decree 16: opportunities and challenges for the CSOs” by Alicia Arias, Project Director.

Given that the purpose of the CF was to strengthen the CSO, this workshop emphasized on knowing changes that the organizations had had as a result of their participation. The 11 organizations indicated the areas in which they were strengthened as follows:

Organization	Areas of strengthening
ACDemocracia	After the project’s implementation, the organization established alliances with other CSO that work with young people, such as ACJ Portoviejo, which demonstrates their credibility and strength.
Caravana para la vida	A new Caravana team was trained; the artists received professional update and obtained new experiences.
Centro de arbitraje y mediación del Azuay	Thanks to the Competitive Fund, a project that was under development with different civil society organizations was implemented with personal and institutional will and commitment.

CECIM	This organization was strengthened as a training team, gained experience with various organizations. Through the internal assessment of the participating organizations, we assessed ourselves; it was a two- way learning process. Sustainability has been strengthened because we have related to other actors that know our expertise. We further conscious social role of oversight and structural transformation to be played by CSOs, as spaces of freedom remaining (balance)
COMAM	Thanks to the funds of the Competitive Fund, COMAM will continue working with a sense of belonging and visualizing the activities to prevent from domestic violence. Also, the administrative and financial areas were strengthened, the staff was consolidated and the organization increased its visibility at inter-institutional levels.
Fundación Esperanza	The Fund allowed the organizations and youth groups to participate in the Andean Network for Migration (RAM) of giving continuity to a process that initiated in 2009. It facilitated the development of the action plan 2013-2014. The database was updated to give more dynamism to the free list that the RAM manages, Youth leadership within the Foundation was strengthened.
FIDAL	The Fund has enabled the implementation of planned processes, resulting in institutional strengthening, thus confirming the reliability of the proposals and the faithful and timely completion of projects.
FUNDAPI	The Fund has contributed to: Concrete an idea. Improve internal processes. Continuous learning through research.
Kawsay	Broaden our political strategy of intervention as a local CSO. Strengthen our presence in communities, which has generated trust, credibility, and recognition. Increased knowledge and experiences on issues related to the organizational strengthening and incidence in processes of building citizenship.
Quimera	Financial support to implement the observatory.
Red Tejedora	Improve its position locally. Increased visibility through the development of communication activities. Improved operations through effective communication between the coordinators and/or the CF project manager.

The detail of the lessons learned workshop, support documentation, presentations and photographs are in Annex 1.

On September 5, the final reports were received. They were reviewed; the administrative office approved the information and sent letters to formally terminate the agreements.

It is important to mention that in addition to the CF process, the CSO participated in workshops organized by Grupo FARO, such as gender and sustainability workshops, the

civic innovation award event and the interest to become part of the Confederación Ecuatoriana de Organizaciones de la Sociedad Civil del Ecuador. (Ecuadorian Confederation of CSO).

Once the second disbursement of 40% was delivered, the CSO focused on finalizing the implementation of the projects, noting that the accomplishment was 118% in average according to planned. In general, the CSO met expected results. Those that did not meet certain indicators attributed to external factors out of their control. Accomplished activities are as follows:

Organization Name	Project Name	Average Percentage of Implementaion	Observations
FIDAL	Jóvenes por la Democracia – Youth for Democracy	98%	FIDAL accomplished planned activities and objectives. Nevertheless, it did not accomplish the indicator “Percentage of students that participated in events organized (debates, national meetings, forums) increased by 35% in relation to the total of participants that the project has had since the beginning (9,000)” It is worth mentioning that FIDAL exceeded the number of trained teachers. The target was 60 teachers trained and total of 115 teachers were trained. This meant an accomplishment of 192% of the indicator “At least 60 teachers and authorities in the campus trained”.
CECIM	Promoviendo liderazgos en las OSC Promoting leadership in the CSO	81,5%	The execution was affected by the activities that depended on the CSO supported by the project. After the assistance provided by CECIM, the CSO decided to postpone their legalization.
Fundación Quimera	Observatorio sobre trata de personas Observatory on Trafficking in Persons	100%	Planned activities and objectives were accomplished.
Red Tejedora	Fortalecimiento de la red	89%	The Red did not implement two

	"Tejedora" Strengthening the Network "Tejedora"		planned activities: 1. "20 visits to new and old NGO to promote the network memberships and information for the web page". According to the project manager, this activity was not implemented because Red wants to consolidate internally before inviting other organizations to join the process. 2. "Participate in five monthly meetings of the national group of CSO" Red participated in one meeting that the Confederation had at the end of May in Quito.
COMAM	Fortalecimiento de la capacidad gerencial de COMAM Strengthening the management capacity of COMAM	100%	All planned activities and objectives were accomplished.
ACDemocracia	Fortalecimiento red de cascos rosa Strengthening the network of pink helmets	250.62%	The percentage of execution is basically due to the fact that they exceeded in accomplishing two indicators related with communications. Four communicational spaces were planned and 25 were accomplished; in this same way, at least 300 young people were expected to use virtual tools and they counted with more than 2,000.
Fundación Jatún Kawsay	Fortalecimiento comunitario para la implementación de políticas relacionadas con los derechos de la naturaleza Community strengthening for the implementation of policies related to the rights of nature	160%	All planned activities and objectives were accomplished.
FUNDAPI	Caja de herramientas para el fortalecimiento de OSC Toolbox for strengthening CSOs	114%	This organization exceeded the targets of two indicators during the product design phase. The project planned five meetings to define topics of interest for the CSO, and conducted 14. They

			also prioritized nine topics when only five were planned. It is worth noting that FUNDAPI not meet indicator than 10 organizations seeking to report the subsequent adoption of the toolbox
Centro de Arbitraje de Cámaras de Producción de Azuay	Cátedra abierta de educación ciudadana y cultura de convivencia Open Chair of citizenship education and culture of coexistence	101%	The project exceeded planned targets. 19 teachers were trained instead of the 15 planned; 33 students instead of 30.
Fundación Caravana para la Vida	Minga del arte por nuestros derechos Minga Art for our Rights	123%	More presentations were conducted than planned.
Fundación ESPERANZA	Fortalecimiento de la Red Andina de Migraciones Strengthening Andean Migration Network (RAM)	96%	Objective 1 had the lowest rate of implementation. The purpose was to " Strengthen the capacity of the RAM to be consolidated as a regional forum for networking and network organizations The Foundation did not provide supporting documentation for verifying compliance with this objective.

The results obtained under each project has been collected and measured in accordance with the proposed indicators. The information in included in a matrix attached to this report.

Result 1.2: *Key public policies, laws, regulations, and/or procedures in democracy-related issues including freedom of association, press and communications) are drafted with civil society participation and input*

During the project implementation, Grupo Faro worked and analyzed the regulations for CSO. Through the Ecuadorian Confederation of CSO, the project initiated a process to draft the regulations for CSO, defining areas of action and principal needs. These topics were also debated in several cities, both among CSO as well as between CSO and the government. Five meetings were conducted this year, with the participation of organizations from Pichincha, Guayas, Azuay, Galapagos, and Imbabura. The conclusions of the meetings were the basis for studies conducted by the project which are described below, and specifically for the elaboration of documents that are part of the draft law for the CSO developed by the Confederation.

It is important to mention that Decree 16 includes some recommendations from these documents, such as the duty that the State has to promote the development of the civil society sector and its organizations, and the establishment of competitive funding for joint projects between the government and CSOs.

Three studies on strengthening the CSO sector were conducted. In addition, handbooks were developed on each topic, which were delivered to the CSO in various project events.

The investigations were as follows:

a) Legal Handbook to strengthen the technical capacity of CSO:

The consultant submitted a final document compiling necessary regulations and models of legal documents for certain CSO activities, nevertheless it was too technical. The project hired an expert to edit the extensive information gathered for this document. This consultant delivered an easy reading document. This document was also edited and diagrammed in a didactic and practical way to be useful to CSO.

Three meetings on CSO regulations were conducted for the development of the handbook, in order to present and discuss the findings of the investigation. CSO representatives participated in these meetings in Ambato, Guayaquil and Portoviejo on May 17, 22, and 23. In total, 79 representatives from the three cities attended, 39 women and 40 men,

During the meetings, the constitutional right of free association and the principles of the Ecuadorian legislation were discussed, considering that the purpose of the civil society is not to compete with, but complement the activities developed by the State.

Participants emphasized the importance of having a handbook for consultations on labor, tax and constitutional matters.

The handbook was developed, edited and diagrammed as a user friendly document and 300 copies printed. Five copies of this manual are attached.

b) Proposal on products and services to strengthen the network of Ecuadorian CSO:

This study analyzed the benefits of networking and learning about the services provided by entities that bring together CSO in the region to consolidate the Ecuadorian Confederation of CSO. As part of the investigation, information posted on the websites of CSO confederations and associations from Argentina, Spain and Colombia were analyzed; a survey was conducted to Ecuador's CSO representatives about the demand for services, and this information was complemented with interviews to key informants of the CSO. As a result, the consultant proposed three topics:

Services	Activities
<p>Legal Advice: The purpose of this service is to promote social responsibility in legal matters. For example, that CSO and the organized civil society sector high comply with laws. This requires learn more and develop useful tools for improving the management of CSO in this area. Legal advice in any case does not include service sponsorship or legal representation of the members in cases that they are involved.</p>	Quarterly bulletin containing law amendments.
	Compilation of regulations for CSO, including the main legal dispositions governing the sector, as well as useful model contracts, minutes and other documents.
	Advisory services (tax, labor, etc) at affordable cost to members.
	No legal representation is offered in potential conflicts but leaves open the possibility of defending those causes that interest to the community of CSOs.
	Training to the members of the Association regarding new regulations that impact the work of the CSO.
	Administrative issues are crosscutting to the organization and are determined by the laws. .
<p>Capacity Development and Institutional Strengthening: the objective of this service is to improve the CSO institutional capacities.</p>	Development of training modules on relevant topics... The CSO can also train to other organizations according to their experience.
	Create a forum where CSO define issues for discussion.
	Promote best administrative practices that improve CSO management.
	Provide training to CSO in administrative and financial management to promote a high standard in the development of projects that allow greater access to funding and advocacy.
	Strengthen transparency mechanisms that guarantee an adequate accountability.
Corporate Social Responsibility: promoting public private dialogue through workshops to reach agreements on issues of interest to both sectors. Joint strategies may be defined to achieve more efficiency for CSO and corporations/companies.	
<p>Networking: The objective of this service is work together in common issues in order to optimize resources.</p>	Job opportunities: Post vacancies in the Web sites with links to CSO or donors.
	Volunteering: Create a network of contacts of those who need volunteers and of those who want to be volunteers.

	Information Exchange: documents; statistics; baselines, etc.
	Increase visibility through communication campaigns of the CSO and the network.
	Projects under implementation: Inform the CSO about ongoing projects.
	Debates on proposals of ongoing projects and feedback.

The final report of the consultancy was published in the Manual called “CSO Network: benefits and services”, Five copies of this document are attached to this report. It can also be downloaded from:

http://www.grupofaro.org/sites/default/files/archivos/publicaciones/2013/2013-09-18/redes_de_osc.pdf

c) Gender mainstreaming:

The third study aimed to strengthen the organizations through the incorporation of gender considerations in all the institutional processes. Solange Grandjean was hired for this purpose. She is an Argentinian expert, who was in Ecuador training CSO in three cities and also developed a document with tools to apply gender considerations in CSO.

The first workshop was conducted in Quito on July 16, 2013 at the Howard Johnson Hotel. Thirty-seven (37) people attended: 30 women and seven men, representing 18 organizations. On July 17th, the second workshop took place in Portoviejo at the *Quinta San Juan*, with the participation of 54 people: 36 women and 18 men, representing 22 organizations.

Finally, the third workshop was conducted in Tena on July 18 in *Salón de la Democracia del Consejo Nacional Electoral*, with 56 participants: 43 woman and 13 men representing 36 organizations.

During the workshops, CSO defined tools to identify the causes for exclusion of men and women, and explored initiatives to equally incorporate men and women in all organizational processes.

Various tools were analyzed such as:

- Institutional needs assessment.
- Assessment of strengths, weaknesses, opportunities and threats applied to gender.
- Logical framework for strategic planning.
- Monitoring matrix with gender considerations.

A total of 147 people from three cities participated. The consultant submitted the final document which is in the following link:

http://www.grupofaro.org/sites/default/files/archivos/publicaciones/2013/2013-09-18/prespectiva_de_genero_en_las_osc.pdf

Result 1.3: *Citizens have greater access to information on quantitative and qualitative aspects of political processes and functioning of public institutions through CSO communication products and strategies such as oversight reports and analysis, blogs, forums, etc. Center of Information and Communication*

This component designed a communication and information system that will be part of the Communication and Information Center for CSO. Thanks to the Project, the necessary equipment was purchased which will allow the center to function properly.

The tools were developed in conjunction with the Ecuadorian Confederation of CSO to be useful and sustainable. Please refer to the web page of Grupo Faro to access the documents; CSO Directory, interactive CSO Map, Six online training modules (described in component 2), Interactive guide for CSO (Fundapi- Competitive Fund)

a) Interactive CSO Map: The purpose is to provide information to citizens for investigation and decision making. The application can be found in the link: www.confederacionecuatorianaosc.org and it is expected to be posted in the Ecuadorian Confederation of CSO's webpage.

Currently, the map has information of 221 organizations. The source of information was the database of 102 organizations that held accountable in 2012 in Ecuador. The consultant collected information in Ibarra, Cuenca, Guayaquil, Tena and Manabí.

The application allows comparisons of CSO between provinces and cantons. To consult the information by province, the user has to select the geographical area and then filter the CSO information as follows:

1. Area of intervention

- a. Sector (i.e. Natural resources; science and technology; communications and media; religion; culture; democracy; consumer rights; human rights; community development; institutional development; rural development and income generation; disabilities, education; gender; justice; civic participation; economy; disaster prevention; sports; health; community tourism; housing, etc.)

- b. Type of activity (i.e. technical assistance, training, communication; financial/credit; advocacy; investigation; service provider, civic participation and social control; public policy)

2. Organization Type

- a. National
- b. International

3. Start Year of activity

4. Accountability

- a. Has the organization participated in collective accountability processes?

To consult by canton, the user has to select the geographical area and then filter the CSO information as follows:

1. Area of Intervention: (the same sectors as above)

2. CSO geographical coverage

- a. National
- b. Provincial
- c. Local

3. Personnel linked to CSO

- a. Number of people
- b. Percentage of men
- c. Percentage of women

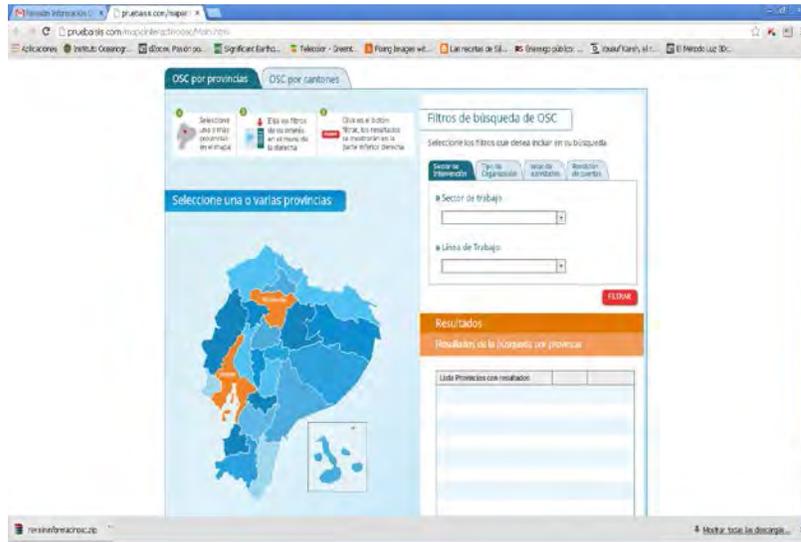
4. Number of beneficiaries

5. Accountability

- a. Has the organization participated in collective accountability processes?

The application also allows comparison –for example- how many CSO from Esmeraldas and Pichincha have had accountability processes; or how many organizations from the Sierra region work on justice issues; as well as search the number of international CSO that are currently working in the Amazon provinces.

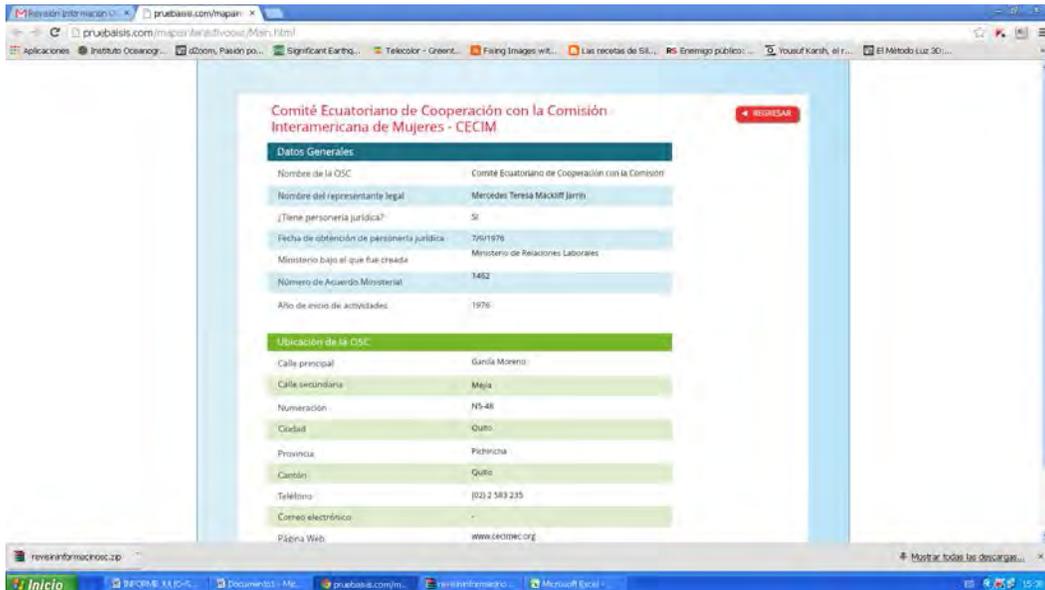
An example of searching CSO information in Pichincha and Guayas provinces is as follows:



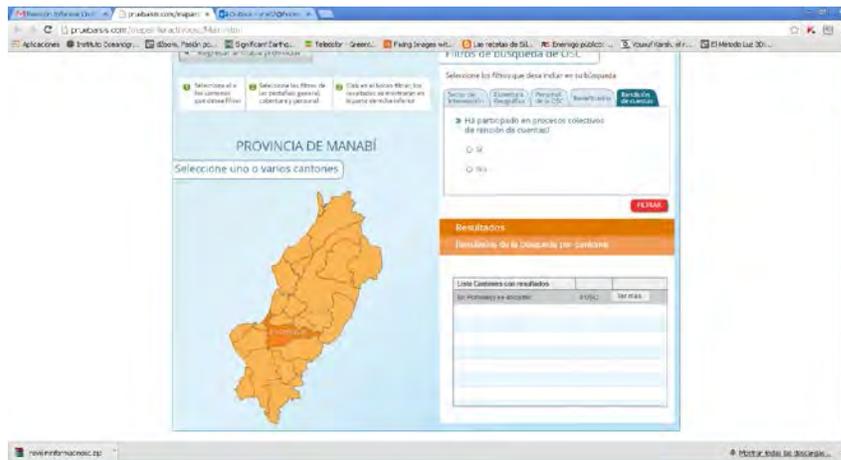
Filters: Sector of Intervention: Democracy. Type of organization: National.
 Result: there are seven (7) CSO in Guayas and 17 CSO in Pichincha that meet the criteria.



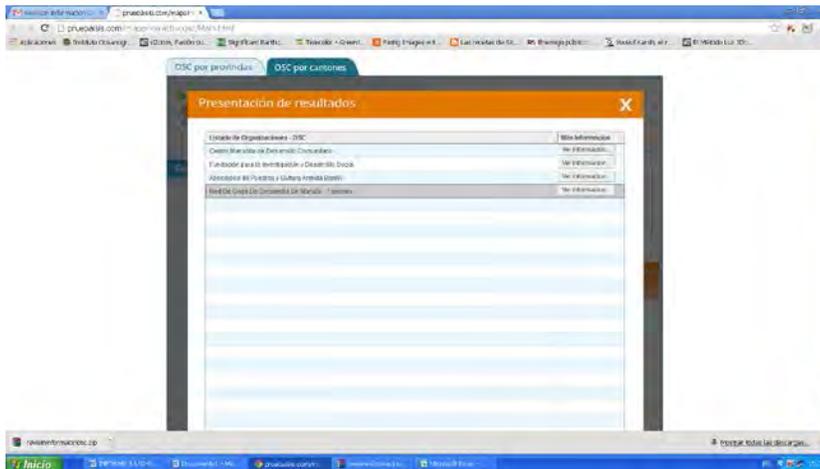
The user is able to see the information of each CSO that meet the selected criteria:



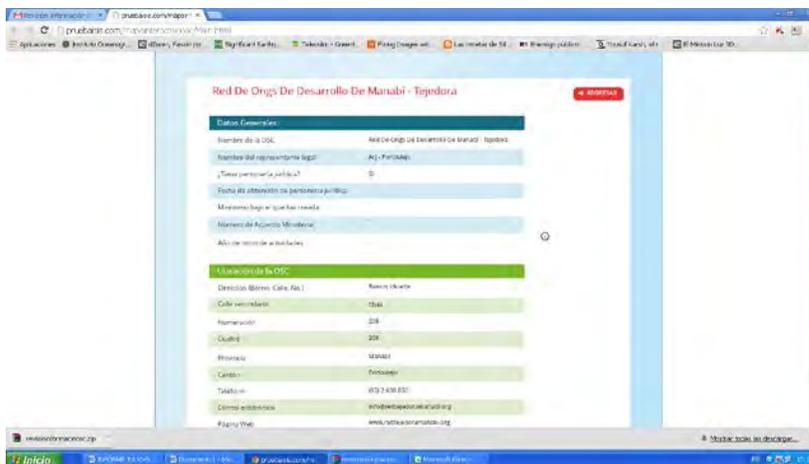
An example of the search for information by canton is as follows: The user has to select the canton. In this case the user selects Portoviejo in Manabí. Then the information is filtered by the number of CSO that have participated in collective accountability processes.



As a result, a list of the CSO is developed:

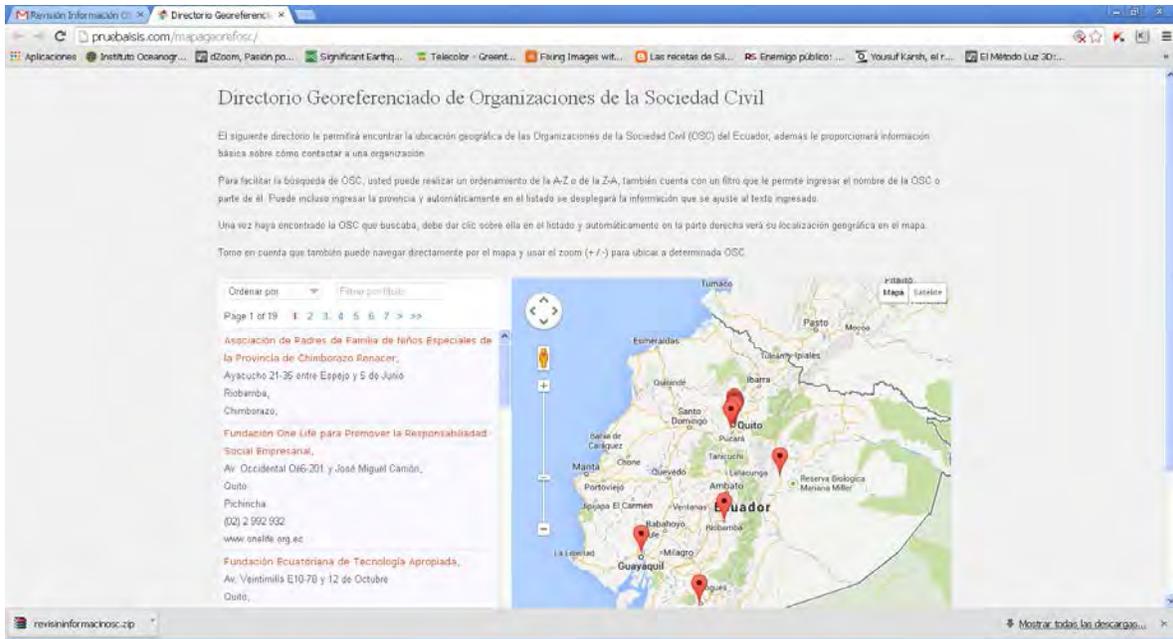


The user is able to see detailed information of each CSO that meet the selected criteria:



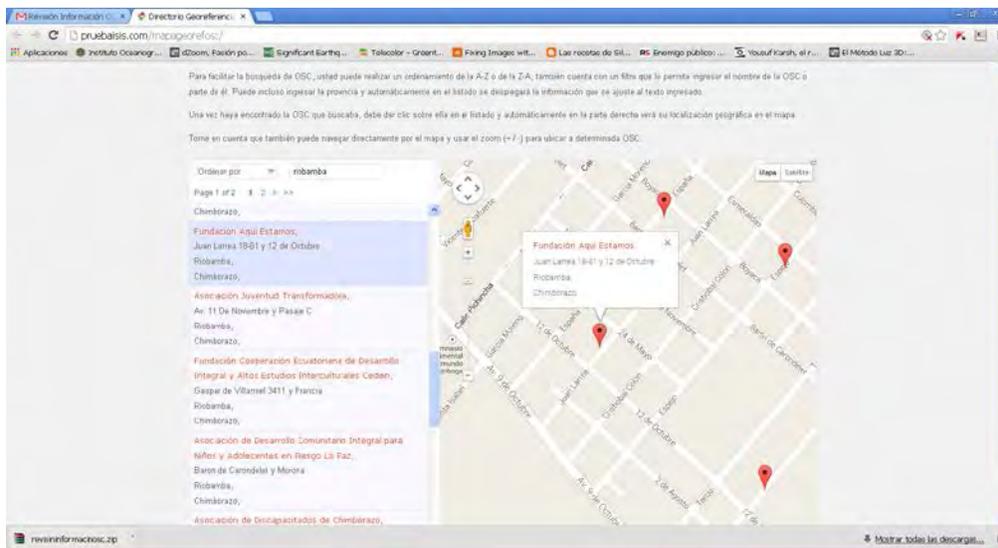
This application includes general information of 521 CSO nationwide (including 221 CSO described above in A) and allows the user to geographically locate them on the map.

The information is in the link: www.confederacionecuatorianaosc.org and is ready to be uploaded to the webpage of the Ecuadorian Confederation of CSO.



To search CSO, the user may use alphabetical order from A to Z or Z to A. The application has a filter to enter the CSO name or part of it. Once the user finds the CSO name, click on it and the geographical location will appear in the right corner.

The result of searching Aquí Estamos Foundation, located in Riobamba is as follows:



This document was developed by one of the organizations that participated in the Competitive Fund, FUNDAPI in conjunction with Grupo FARO. The guide is available at: www.guiaosc.org

The Guide presents various topics of interest and useful for the CSO:

- Regulations and Procedures

- Resource leverage and management
- CSO Management
- Internet and Technology

It is important to mention that Grupo Faro implemented a small project with the Federation of CSO in Chimborazo province to enter the information in the database. This is the first Federation established and is part of the Ecuadorian Confederation of CSO. The Federation not only developed the directory of CSO in Chimborazo, but also developed a guide to create federations for CSO in other provinces. These documents are attached to this report.

Result 1.4: *National and/or local public institutions oversight mechanisms as a result of innovative and/or effective strategies developed by CSO under this project – Civic Innovation Award*

The objective of this award was to recognize the contribution that CSO have made for the consolidation of democracy through the implementation of projects. Grupo Faro call for proposals and an independent committee selected 11 projects. The deadline was extended from July 17 to July 30. Two additional organizations joined Grupo Faro to sponsor the award: Consultora AMW and Parlamento Andino; forming a group of sponsors from the private sector, civil society and public sector.

Grupo Faro developed the information material including posters and banners that were distributed nationwide in June and July. Advertisement in facebook was also hired for wider dissemination. A total of 24 proposals from three provinces in the Coast, Sierra and Galapagos were received.

The selection committee was formed by Nelson Oviedo, representing the Ecuadorian Confederation of CSO; Carolina Portaluppi, representing Universidad Casa Grande from Guayaquil, and Roberto Gómez, representing Parlamento Andino. Each member analyzed the 24 proposals and evaluated according to criteria established by Grupo FARO.

Criteria	Description	Maximum Score
Impact in society	Positive changes that the project has generated in the target population	20 points
Originality and innovation	Innovative strategies and alternative methods to achieve the objective	20 points
Sustainability	Sustainability of the results after the end of the project	10 points
Replication	Possibility to replicate the project activities in other contexts.	10 points

Each member submitted the scores to Grupo FARO which were consolidated in a table. The committee discussed the consolidated results and came to a final decision. The results were posted in the Grupo FARO's webpage.

	Applicant	Project Name	Parlamento Andino	Universidad Casa Grande	CSO	Total
1	FUNDACION ESPERANZA	Programa de juventudes Fundación Esperanza	59	60	60	60
2	FUNDACION ECUADOR	Jóvenes con futuro, hacia el empleo productivo	56	60	59	58
3	CEDA	Construyendo transparencia en la práctica: de la prédica a la acción en las OSC	49	60	60	56
4	HILARTE	CRE-ARTE JOVEN	52,5	60	56	56
5	Mushuk Yuyay	Los niños/as del presente son nuestra mejor esperanza para ofrecer la soberanía alimentaria del pueblo ancestral cañari y cañareense	48	60	59	56
6	CENTRO DE ARBITRAJE DE CUENCA	Contrucción de territorios de paz en las escuelas del cantón Cuenca	52	60	55	56
7	MANITOS GUERRERAS	Programa de prevención y lucha contra el cáncer	57	60	49	55
8	FEDENIF	Servicio de Integración Laboral SIL	60	45	59	55
9	EDUCATE	Jóvenes productivos: saber para crecer	56,5	45	58	53
10	INCLUIR	Fomento de la participación ciudadana y la asociación solidaria en la planificación y gestión del GAD parroquial de La Merced	52,5	45	60	53
11	Anima Mundi	La Guadúa y sus aplicaciones constructivas, medicinales y artesanales en la Cultura Yumbo, y su Rescate para el beneficio de las actuales comunidades de Tulipe.	37	60	60	52

	Applicant	Project Name	Parlamento Andino	Universidad Casa Grande	CSO	Total
12	Fundación Víctor Emilio Valdiviezo	Caminemos Juntos	58	45	51	51
13	FUNDACION SEMBRAR	Programa acción educativa integrada (AEDI)	49,5	45	57	51
14	FUNDAR GALAPAGOS	Sector de conservación, ciencia y educación de Galápagos	45	60	45	50
15	FIDAL	Formación en cultura democrática	55	45	50	50
16	ESPERANZA PARA LA VIDA	Programa de Cooperación en Guayaquil para niños y Adolescentes con Cáncer “Son niños y necesitan nuestra ayuda”	57	45	48	50
17	FINE	Vida independiente, un camino a la inclusión	60	45	44	50
18	FUNDACION FUTURO	Sistema de seguro de salud comunitaria	60	45	43	49
19	FUSO	Jóvenes promoviendo jóvenes	52,5	45	47	48
20	CECIM	Promoviendo liderazgo en las OSC	49	45	50	48
21	Hogar para tus hijos	Casa hogar para niños en situación de riesgo	52,5	45	40	46
22	Luz y Progreso	Proyecto Mujeres protagonista de su destino	53	45	38	45
23	Jóvenes para el future	Inserción social, familiar y comunitaria de los niños, niñas y adolescentes viviendo en la calle y víctimas de todo tipo de abuso y explotación	52,5	45	35	44
24	FEDETA	Programa FOMDERES: Fortalecimiento de la estructura de gestión del servicio eléctrico e implementación de nuevas actividades productivas en la Ye de 5° Piso, y replicación del proyecto piloto en una nueva comunidad de Esmeraldas, Ecuador.	39	45	41	42

The selected experiences were published in a book of 135 pages. Five copies are attached to this report. Also, this document is available at:

http://www.grupofaro.org/sites/default/files/archivos/publicaciones/2013/2013-09-17/libro_concurso_organizacionesfinal_1.pdf

The awards event was on September 17, 2013 in Quito, date of the International Democracy Day. The ceremony lasted approximately two hours and included a fair of 30 civil society organizations. Approximately 100 people participated in the event.

It is important to highlight the wide media coverage before and after the event. Radio interviews were conducted before the event in Casa de la Cultura and Irfeyal stations. RTU, Radio Quito, Radio Municipal, and El Popular covered the event and disseminated through Grupo Faro and Parlamento Andino websites. The report on the awards event, the list of participants and photographs are attached.

B. Lessons learned and future challenges:

1. Competitive Funds - Regular follow-up to the implementing organizations is important to ensure compliance with the activities according to schedule.
2. There is lack of knowledge about current regulations and uncertainty about the procedures.
3. It is necessary to develop information material on the proposals for the CSO strengthening in order to reach more organizations, especially those that are smaller and are far from Quito or Guayaquil.
4. Communication is fundamental, especially to follow-up the implementation of projects in other locations. It is very important to use all possible communication mechanisms to keep in touch. It also applies to hired consultants, especially when working with more than one at a time.
5. Efforts for systematizing and producing documents are exhausting and require dedication and patience, nevertheless they are fundamental to collect lessons learned that will be useful for future projects.
6. Teamwork is vital for the organization of events, such as the workshops on gender, lessons learned from the Competitive Fund and the Civic Innovation Award and Fair. None of these activities could have been feasible without the collaboration of the team members.
7. Close link between the activities planned and the available budget is required... During the Civic Innovation Award event, the project incurred in unexpected

expenditures because the document had a greater number of pages and it was necessary to film outside of Quito.

8. Flexibility and adaptation to changes are necessary during the implementation. Some activities are not accomplished or are behind schedule due to external factors.
9. CSO need to be strengthened, without promoting positions that may generate controversy in the public debate. Finally, the recommendation is to concentrate efforts to strengthen CSO in other cities outside Quito and Guayaquil. These organizations have had less exposure and have felt invisible in discussion forum and representation of the sector.

C. Table of Indicators:

The following matrix includes information of the results accomplishment by indicator during this period:

OBJETIVE 1:

Strengthen the capacity of CSO to effectively influence institutions and democratic processes, institutions, and adherence to democratic principles.

INDICATOR	PMP Target	2011	2012	2013	Notes	Total	Accomplished to date [%]	
FIRST INDICATOR								
1	Number of public policies that have been influenced by CSO	3	0	0	1	The number of laws and regulations reported in 2012 are: Association Law and Communication Law. The project could not continue the work on the law on transparency and access to information because of the political context... In 2013, Decree 16 incorporated the recommendations explained in indicator N°2.	1	33,33%
1.1	Number of recommendations and inputs considered or incorporated by the decision makers in draft laws, regulations, policies and processes	3	0	0	3	In 2013, Decree 16 included two recommendations made by the Confederation in various sections: 1) Promotion and support for CSO development by the State: competitive funds, 2) Promoting transparency in CSO information. The project provided inputs to the ordinance for the protection of the rights of water management for the Saraguro indigenous group. The authorities publicly expressed their acceptance.	3	100%
1.2	Number of events for discussion, analysis and development of public policy	12	8	4	11	In 2013, 11 workshops were conducted by Jatun Kawsay Foundation to develop public policy on water management.	23	191,66%

1.3	Number of people that participated in analysis events and in the development of public policy recommendations	200	116	127	0	Target exceeded	243	121%
SECOND INDICATOR								
2	Number of USG-assisted CSO that engage in advocacy and watchdog activities.	12	0	13	0	Target exceeded. See table of projects approved by the Competitive Fund, and agreements signed.	13	108%
2.1	Number of USG assisted CSO that participated in advocacy and social control and monitoring activities.	100	0	195	0	Number of CSO associated with local watchdogs: 79 (April- June), 14 (July September). Total: List of 93 OCS in file	195	195%
						Number of CSO involved in accountability activities: 102 (July – September). List in files.		
2.2	Number of advocacy, social control and monitoring mechanisms implemented	6	1	5	0	The target was met through four (4) watchdogs and two observatories. List in file.	6	100%

2.3	Number of people trained in public policy and social control.	60	0	155	0	Target exceeded through the five workshops conducted in 2012 (three planned and two additional).	155	258,3%
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THIRD INDICATOR

3	Number of CSO advocacy campaigns supported by the project	1	0	0	9	This activity was suspended in 2012, in accordance with USAID instructions. Under the Competitive Fund, nine (9) advocacy campaigns were developed: SIDE, ACJ, Incluir, Ecuamundo, CODEAMA, ACDemocracia, Centro de Arbitraje y Mediación, Caravana para la Vida and Jatun Kawsay	9	900%
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3.1	Number of people that participated in debates and campaigns for democratic values.	400	60	328	787	This type of event was suspended due to the political context. 12 workshops were developed. In 2013, 43 workshops on promoting democratic values were conducted. 787 people attended. These workshops are part of the advocacy campaigns.	1175	293,75%
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FOURTH INDICATOR

4	Number of people who completed USG-assisted civic education programs	500	0	265	230	These events were suspended due to the political context. However during the last quarter, the project conducted workshops only for CSO. In 2013, seven workshops were conducted and 230 people attended.	495	99%
4.1	Number of local and national workshops conducted in principal provinces	13	0	5	0	These events were suspended due to the political context.	5	38%
4.2	Number of articles or reports produced by journalists and media representatives that participated in the workshops	10	0	100	0	Target met.	10	100%
FIFTH INDICATOR								
5	Number of media Civil Society Organizations and/or support institutions assisted by USG.	5	0	0		Due to the political crisis and given that the first phase of the project ended, it was not possible to sign new agreements with the media.	0	0%

INDICATOR		PMP Target	2013			Notes	Total	Accomplished to date (%)
			Jan-Mar	Apr-Jun	Jul-Sep			
6	Number of CSO benefited by the competitive funds	11	11	0	0	11 agreements were signed with the selected CSO for the competitive fund. The project followed-up and monitored the CSO which allowed measuring some sub-indicator and additional results. The file is attached to this report.	0	100%
7	Number of USG assisted CSO that conduct direct and indirect lobbying activities	10	1	0	9	This indicator includes: at least 9 CSO of the competitive fund: FIDAL, F. Quimera, Red Tejedora, COMAM, ACDemocracia, F. Jatun Kawsay, Centro de Arbitraje y Mediación, Caravana para la Vida, and F. Esperanza. Also, it considers the activity developed by the CSO Confederation to influence laws and regulations and Decree 16	10	100%
8	Number of CSO with improved institutional capacity through the CF.	12	0	5	7	This indicator includes: (1) Two CSO: COMAM and FUNDAPI that worked on institutional strengthening, and two CSO networks. Tejedora and F. Esperanza. (2) Eight (8) CSO that strengthen one of the Fund's project called CECIM (Equidad y Desarrollo, Tienda Solidaria del Inca, F. Pan y Miel, FUDRINE, FUNAPACE, FEPAPDEM, Renovación Dorada, Organización Comunitaria OYACOTO)	12	100%

9	Number of laws, reforms, policies and regulations proposed, presented or implemented	2	1	0	1	This indicator includes the draft CSO law that the Confederation of CSO is developing. It also includes the ordinance for protection of the rights of nature for the Saraguro indigenous group, developed by Kawsay Foundation as a beneficiary of the CF.	2	100%
10	Number of participants in the development of products and policies/laws for CSO	120	21	31	446	This indicator includes the number of participants in the six (6) events scheduled, and the participants in the interviews and focus groups conducted for the development of products. It also includes the participants in the meetings with the Ecuadorian Confederation of CSO. In the last quarter, 446 participants in the development of the ordinance for protection of the rights of nature were included. The list is attached.	498	415%
11	Number of documents on CSO institutional strengthening developed by the Project	5	0	2	3	Actual figure includes the three investigations on topics for CSO institutional strengthening, developed under the first component and also includes two documents developed under the second component. The five documents are: (1) CSO Legal Handbook, (2) Proposal on products and services for CSO (3) Incorporation of gender considerations in CSO management (4) Training program for CSO, and (5) CSO sustainability in Ecuadorian reality.	5	100%

12	Number of technological tools for CSO developed by the Project	6	0	1	6	This indicator includes the tools developed under both components: geo-referenced map, five (5) on-line training modules developed under component 2 and the interactive guide for CSO.	7	116%
13	Number of innovative practices for CSO compiled and disseminated	10	0	0	11	This indicator will include the number of practices that will occur in the competition. Each experience will be systematized.	11	110%

2. **Results - Strategic Objective 2:** Strengthen the capacity of selected CSOs to develop more effective sustainability efforts and function more transparently.

A. Results:

Results accomplished during the report period are as follows:

Result 2.1. *Institutional and organizations reforms adopted by selected CSO result in improved and streamlined operations, improved administration and financial systems, and effective internal and external communications*

Under the first phase, the project developed the training program “Leadership training for CSO administrative and technical leaders.” The first phase was conducted with Universidad Casa Grande who developed the syllabus, the modules, and conducted the training sessions that benefited 25 CSO from Guayaquil in 2012.

Subsequently, the project hired the specialized services of Universidad Técnica Particular de Loja (UTPL) from June through November 2012. UTPL revised and improved the modules and provided training nationwide reaching 190 CSO representatives through the use of e-learning tools, such as the virtual platform, teleconferences, online videos, forums, among others.

The syllabus designed with Universidad Casa Grande has seven modules: CSO sustainability and its role in development; Legal and strategic framework for CSO; Organizational and project planning; accounting and financial management; project evaluation; Advocacy; Alliances and networks.

The revised syllabus in coordination with UTPL has eight modules on the following topics: Human Dimension, Social Management, Political Advocacy, Administrative Management, Financial Management, Project Design and Evaluation, Alliances and Networks, as well as Integral Leadership.

With the purpose of consolidating the CSO training plan and in order to collect recommendations and experiences from this phase, the project analyzed the elements to be strengthened in the training program for CSO. The project determined that the program required an evaluation and redesign to enhance its impact, based on the new regulations and socio-political context for CSO and methods for adult education. In addition, the project developed a study of supply and demand for the program, to ensure it meets the current expectations and needs of the CSO. The program is expected to be transferred to one or more educational institutions interested in including it in their academic syllabus.

Terms of Reference were developed to hire a consulting team. Various Superior Educational Institutions were invited to participate, as well as CSO with relevant experience. Three proposals were received. As a result of an evaluation process, Fundación

Diagonal was selected.

The results and products of this process are:

Product 1: Assessment of relevance, quality and adequacy of the current training program for CSO leaders

This assessment included:

- a) Design of research tools - submission and tabulation of survey to former participants of the CSO training program.
- a) Focus groups with former participants of the program.
- b) Interviews to key informants.
- c) Analysis of the program.

The research instruments and the results are attached to this report. The principal objective was to define the topics of interest for the participants and their expectations.

In general, the instruments demonstrated that it is necessary to strengthen the institutional capacity of the CSO to improve their internal processes, improve their project development capacities, and strengthen the relations with similar organizations to generate sector identity and effective recognition of their positive role in the development of the country.

Product 2: Redesign of the training program for CSO leaders and academic offerings.

Based on the results of the assessment and the supply and demand study, the training program was redesigned to include the following changes:

- a. The following new documents were incorporated:
 - Presentation of the training program to CSO: Word Document (Annex PCOSC-PROD2-2-PresentaciónW): This document summarizes the main elements of the program and is designed to help the Institutions or Universities to have a general idea of the content and scope.
 - Curriculum (Annex PCOSC-PROD2-4-malla curricular): This document describes the theoretical and operative scope of the modules as well as the competences.
 - User Manual for the implementing organization (Annex PCOSC-PROD2-5-Manual induction): This document presents the criteria to select the participants, instructors, internal logistic and organizational issues for the implementation of the program.
 - Guide for the instructor (Annex PCOSC-PROD2-6-Guía tutor): This document describes the responsibilities of the instructor to conduct the training, as well as the criteria for the evaluation of participants. It clarifies the expectations that the participants have of the instructor in virtual and physical scenarios.
 - Guide for the participant (Annex PCOSC-PROD2-7-Participating Guide): The document clearly explains the responsibilities of the participant, the criteria for

the evaluation of participants and the evaluation of the program. Methodology and schedule are also clarified.

- b. In-depth content of the modules (Detailed in the following item)
- c. The structure and title are included in the Education programs provided by Superior Education Centers.
- d. Training modules were improved and the schedule is described under each module.

The summary and detail of the redesigning process is in annex PCOSC-PROD2-1-Rediseño General.

It is important to mention that Grupo FARO also requested the revision of the curriculum to a Superior Education expert, who submitted a report highlighting the positive technical aspects of the redesigned curriculum and provided recommendations that were considered for final adjustments.

Product 3: Redesign and/or development of modules and evaluation instruments.

The modules developed by UCG and UTPL were analyzed exhaustively. As a result, the program included six (6) modules based on the CSO expectations. Each module has: curriculum, content, competences, activities, reading materials, bibliography and webpages for reference, evaluation guide, self-evaluation, online questionnaire, two work options to be sent to the tutor

The modules are as follows:

- a. Introduction and Organizational Analysis
- b. Legal framework for CSO in Ecuador
- c. Organizational Capacity Strengthening
- d. Organizational Sustainability
- e. Leadership
- f. Civic participation

Product 4: Study of supply and demand of the CSO Program

The study of supply and demand contemplated a representative sample of CSO and provided important finding about the following issues:

- Ators from the organizations interested in the training program
- Availability to participate in the trainings
- Preferred trainings methodology
- Referential costs
- Access to technological resources
- Interest of Universities to implement the Program

Some of the challenges in conducting the study of supply and demand were the followings:

- CSO undetermined universe: The existing CSO databases do not match.

CSO have different areas of intervention and training needs: Due to the variety and complexity of these organizations, it is impossible to achieve an academic offer that satisfies the interests and demands of all. Both the market research and the conclusions of the presentation event demonstrated the importance of identifying common essential topics for the majority of the CSO which are included in the current program, but it is also necessary to conduct efforts to provide training for specific needs.

Product 5: Presentation of the Program to CSO and Universities

On October 15, the project conducted a workshop to present the Program. Twenty-five representatives from 13 academic institutions and organizations participated in the event. The program had an enormous reception and the participants provided feedback, which allowed Grupo FARO to make final adjustments to the Program.

The invitation letter to Universities and CSO, agenda, list of participants, and photographs is in Annex PCOSC-PROD5-1 to 5.

In addition, Grupo FARO sent letters a presenting the program to those Universities that did not participate in the event, and to the Universities that were interested in in this subject.

The Institutes and Universities interested in the implementation of the program are:

- a. Instituto Tecnológico Libertad. Contact: Eduardo Baldeón, Principal.
- b. Universidad Casa Grande. Contact: Carolina Portaluppi, Director of Community Linking.
- c. Pontificia Universidad Católica, Social Management School: María Judith Chávez, Academic Coordinator.

Result 2.2: *Selected CSO in Ecuador have improved capacity to identify and diversity their funding sources.*

Under the first phase, the Project worked on the development of 15 sustainability plans as well as mapping of financing sources and funds from international cooperation.

In this second phase, the project went beyond the plans. The idea was to see whether CSO can change and innovate in order to become more sustainable. The project contemplated the following activities:

A. Consultant team hired

A consultant team was hired to conduct an assessment, develop sustainability plans of ten

CSO, and to provide training and coaching for the implementation of the plans. The project developed terms of reference and 12 expert teams were invited to participate. Three proposals were received and AMW Consultores was selected. The details of the selection process are in the Quarterly Project Report January - March 2013. The support documentation of this process is in annexes SCONT 1 to 8.

B. Participating CSO selected and agreements signed

The selection of the 10 CSO was under established selection criteria. This process is extensively described in the Quarterly Project Report January - March 2013. The supporting documents are in Annexes S-OSC and CS1-10

The activities and processes under this component were as follows:

Product 1: Sustainability assessment and reports of the 10 selected CSO

1.1. Definition of the methodology for the sustainability assessment :

The process for the assessment was as follows:

- a) A tool that incorporates various management perspectives to measure: (annex SD4-Form 1)
 - Financial sustainability
 - Organizational capacity
 - Human talent
 - Innovation capacity
 - Communication system
 - Infrastructure

- b) Tools related to social responsibility indicators that propose new perspectives such as: (annex SD4- Form 2)
 - Relationship with providers
 - Corporative Government
 - Environment
 - Internal public
 - Community and society
 - Responsible marketing

1.2. First visit to initiate the assessment: This process allowed the development of the project schedule, systematize specific expectations of the CSO regarding the Project, identification of the responsibilities of the staff and principally, to complete Form1 to assess the sustainability.

In addition, the mechanisms for virtual coaching were defined. This was conducted to

clarify concerns regarding the self-assessment and results interpretation. This process is described in the Quarterly Project Report April - June 2013. The supporting documents are in Annexes S-OSC and SD1- SD3.

1.3. Workshop “Guidelines to strengthen the sustainability of CSO” This workshop was conducted on June 11, 2013. The purpose of the workshop was to provide the skills to the participating CSO leaders to measure the sustainability of their organizations, identify potential financial sources and strategies to leverage funds. One or two representatives from the CSO participated, 15 people in total.

One of the most significant results of this workshop was that the representatives learned how to apply self-assessment tools related to social responsibility. This process is widely described in the Quarterly Project Report April - June 2013. The supporting documents are in Annexes SD-5 Form 2 and ST1 – ST-3.

Comments from the CSO participants about the workshop are compiled in the Project final evaluation: (See evaluations in annexes S-EV1 to S-EV5)

In conclusion, the workshop accomplished the planned objectives.

1.4. CSO Sustainability Assessment Reports

The consultant team developed the reports on the sustainability assessment, including the indicators extracted from the instruments applied and the conclusions that evidence the strengths and weaknesses. This information was socialized with the organizations for analysis and discussion in the coaching meetings.

1.5. Second visit to coach participating CSO

This second visit had the following purposes:

- a. Present the sustainability assessment
- b. Clarify questions about the indicators
- c. Refine the content of the assessment, if necessary
- d. Define strategic objectives to develop sustainability plans. (This will be further discussed below under product 2)

Comments from the participating CSO regarding the sustainability assessment are compiled in the Project final evaluation: (See evaluations in annexes S-EV1 to S-EV5)

The assessment concluded that it is necessary adapt the Social Responsibility tool and Form to the current situation of the CSO.

Product 2: Development/update of sustainability plans for 10 selected CSO

The project discussed with the organizations the conclusions of the assessment that have a

direct impact on the sustainability, in order to outline the objectives of the strategic plans.

After the second meeting, the CSO prepared their draft Sustainability Plan, according to the outline provided by the consultant team. The draft plans were the basis for developing the final documents during the third session.

Therefore, the third session had the following purposes: (1) Refine the sustainability plans and, (2) provide assistance and tools that ensure adequate management, monitoring and follow-up.

Most CSO had their plans; however the coaching session was directed to develop the plan for those that had not the plans in place.

Product 3: Results Report of the training conducted for the implementation of the sustainability plans

The consulting team presented a report of the training provided and on-line coaching, including concerns from the participants.

Product 4: Analysis and interpretation of o the sustainability of the CSO and recommendations applicable to other organizations in a similar situation.

The consulting team conducted a comparative sustainability analysis of the participating CSO. Among the principal conclusions this analysis makes reference to the “richness that the CSO have in terms of methodologies, theme areas and target populations” and that dduly enhanced partnerships would allow extend coverage and scope of the projects. Improve information exchange and knowledge management would significantly enhance the sustainability.

On the other hand, the conclusions also demonstrate weaknesses in the CSO sustainability, which are not recent but are the result of a long process with different causes, some structural and others the lack of innovation in management of the CSO.

The report of this analysis is attached to the present document.

This report has been socialized with participating CSO.

Product 5: Presentation of results in a national event for CSO that integrate the Ecuadorian Confederation of CSO.

On September 5, 2011, Grupo FARO conducted the international workshop: “Strategies for sustainability of CSO”, with the following objectives:

1. Analyze challenges and opportunities for sustainability in the international and national socio-political context.
2. Social marketing strategies, organizational communication and fund raising to strengthen the CSO sustainability.

The project made extensive planning about the agenda, speakers, and logistics such as transportation and lodging of the participants. As a result, the following goals were achieved:

- a. A group of highly qualified national experts as well as an international speaker were invited.
- b. 77 people participated, of which 38% were from other cities outside of Quito (29 people). The participants were representatives of 50 CSO, all of them members of the management teams.
- c. The participants evaluated the event positively, many of them expressed verbally and others written such as the following:

The seminar was systematized. FARO has a complete record of the event as well as the audio of the conferences. All this information has been broadcasted through Grupo FARO's web page as well as through the monthly bulletin.

Next steps are as follows:

- Create strategic alliances between CSO, promoted by the Ecuadorian Confederation of CSO with the purpose of carrying out collective actions to strengthen the sustainability of the members.
- Develop marketing plans and implement communication strategies to advertise their services and strategies to diversify financing sources.

The communication team of Grupo FARO interviewed the principal speaker Ivan Darío Parra, which was broadcasted in Grupo FARO's web page and in its monthly bulletin.

All the information is attached to this report.

Panel: Keys to overcoming obstacles in fund raising

Given the importance that CSOs gave to the sustainability issue, the project analyzed the possibility of working with a small group of representatives of CSOs to deepen learning through a discussion conducted on September 5, 2013.

Fifteen people from 11 CSO attended. The participants discussed the following topics:

- What comes first for sustainability, seek for funds or institutional strengthening?
- What is institutional strengthening?
- How to attract individual donors?

The discussions were systematized and shared with the CSO. This information was broadcasted through FARO's webpage and is also attached to the report in annexes SCONV1 and 2.

The following steps were taken:

- a. An appreciation letter was sent to the participating CSO with the documents and products developed during the process.
- b. Each CSO evaluated and provided feedback. Comments were very positive and expressed that the project activities were very helpful for their organizations.
- c. Organization of the physical and digital files of the project information in order to make it easy to replicate in future interventions.

The documents are in annexes S-CARTA FINAL and S-EV1 to 5.

Result 2.2.1. <i>Systematization and dissemination of CSO sustainability experiences</i>

The project conducted an event on CSO strategic strengthening and sustainability with the Ecuadorian Confederation of CSO. The event took place on May 31, 2013 in Fundación Hermano Miguel with 45 representatives of more than 11 provinces along the country, with a total of 53 participants.

The main outcome of the event was the development of a work plan for the sustainability of the Confederation, so that its impact on strengthening the development of its member organizations. Organizations revised its mission, vision and strategic guidelines, which are important for ascertaining their role in society and channel their efforts and resources to achieve the expected impact. The results have been systematized and socialized with all members of the Confederation in order to agree on CSO responsibilities during the implementation process.

B. Lessons learned:

The CSO training program includes the essential issues that the organizations need. Nevertheless it is necessary to make further efforts to develop alternative specific academic training to the diversity of needs arising in the sector, due to the wide range of organizations.

- For future projects, it is recommended hiring various experts instead of only one organization or consulting team. It allows having more control over the quality of the contents to achieve the expected results.
- In order to make the implementation of the program viable under an agreement with one of more Universities of the country requires of a serious dialogue process with the authorities of the different educational centers, as well as the elaboration of legal procedures to facilitate the process. It requires planning the staff and time since it should not be improvised.

- The training program needs to be evaluated and redesigned, at least biannually due to the fact that the socio-political context of the Ecuadorian CSO is highly changing, and it is necessary to guarantee its suitability.
- Clear terms of reference allow monitoring the products and sub products, avoiding generalities that may be subject to misinterpretation that do not favor the proposed objectives. These are the parameters that have been considered and achieved during the hired consulting processes.
- The permanent follow-up to consulting teams, allows make changes on time to guarantee the quality of the final products.
- It is important to maintain frequent communication and coordination with the teamwork due to the fact that it allows opportune feedback from the team members and everybody is able to contribute to the proposals.
- It is important to maintain direct and frequent communication with the participating CSO to learn about their expectations, clarify doubts and address issues on time. It also allows identifying common needs that can be covered with collective activities.
- The organization of events requires advance planning of content and methodological framework, as well as promotion and logistics aspects. This helps ensure the success of the activities and the expected results.
- It is appropriate to maintain the same criteria for selecting participating CSOs in future projects. Nevertheless, it is convenient to include an interview with the Board of the organizations (not only with the Director) about the future of the organization.
- The involvement of the CSO management teams in the project was appropriate. Two organizations changed their Director in the middle of the implementation (JUCONI, CODEAMA), which did not affect the process since the management teams were involved and committed to the project.
- Coaching sessions in person were more valued and used by CSO than virtual spaces. Few organizations had questions or concerns through the virtual media. For future interventions, it is important to prioritize in-person sessions.
- Activities such as the Discussions are of high impact for contributing to the strategic perspective of the organizations due to the fact that the open dialogue between people with similar roles and concerns boosts the openness to learning.
- The weaknesses of the CSO sustainability are not recent but the result of a process of various years with different causes, some structural and others are part of the lack of innovation in determined areas of the management models of the CSO. The organizations lack of marketing and communication strategies and definition and

monitoring of performance indicators.

- It has been fundamental within this process that the consulting team could adapt the language and methodology to the capacities and interests of the participating CSO considering that it is not possible to completely standardize the intervention model. For example, ECUAMUNDO and CODEAMA, are organizations whose leadership and management model evidences a lower level of institutional capacities than other organizations. They did not count with a strategic plan and some management mechanisms were improvised and did not have internal control. Nevertheless, this process facilitated the development of their capacities and established the foundations for a planned growth aimed to strengthen their sustainability. For future interventions, it is important to consider variations in methodology, taking into account the different levels of organizational development of CSO.s for future interventions.
- The methodology for the sustainability assessment was considered appropriate and useful. Nevertheless, it was recommended to adapt the Social Responsibility tool and form to the situation of the CSO. This should be considered for similar projects.
- The participating CSO fully met the commitments of the Agreements. Some difficulties existed such as delays in sending the required information, or changes in the timing of the activities agreed with FARO or the consulting team, due to overlap of project activities with other of the organization. Nevertheless, these difficulties were overcome without affecting the project's final results.
- It is important to mention that one of the participating organization (CIDES) had difficulties due to internal situations such as organizational structure and priorities. Nevertheless, all the activities were accomplished and the final results were positive.

C. Table of Indicators:

The following matrix includes information of the results accomplishment by indicator during this period:

Objective 2. Strengthen the capacity of selected CSO to develop more effective sustainability efforts and function more transparently

INDICATOR		PMP Target	2011	2012	2013	Notes	Total	Accomplished to date (%)
1	Number of CSO with increased institutional capacity, measured by improved financial and administrative systems, internal and external communications, CSO inputs to and increased visibility	12	0	0	64	Selected organizations that received different types of support: Competitive Fund phase 1 and 2, Sustainability phase 1 and 2, Training on Institutional Strengthening Casa Grande and workshops and meetings with the Confederation. Table in attached.	64	533,33%
1.1	Number of trained CSO representatives	180	0	222		192 CSO representatives trained, from 144 CSO. Eight training modules were conducted in six months.	222	123%
1.2	Number of CSO that received assistance for its institutional strengthening (Competitive Fund)	5	0	5	0	Met (Competitive Fund). Agreement signed.	5	100%

1.3	Number of joint actions taken by the CSO for better network performance.	4	1	3	0	During the last quarter 2012, the CSO defined actions to develop the network statute. The three actions previously defined are: (1) Manifesto on CSO regulations (2) Association Law proposal (3) Establishment of Confederation, (4) Collective accountability The joint decisions can be seen in the minutes of the meetings and in the mentioned documents. Total number of meetings 2011:10 Total number of meetings 2012: 8	4	100%
SECOND INDICATOR								
2	Number of CSO trained that developed a financial plan with diversified funding sources and are committed to its implementation	10	0	15	0	This activity was accomplished during the second quarter of CY 2012. As a result, additional funds were allocated to support five additional CSO from July through September 2012. Support documents: sustainability plans and final consultancy report.	15	150%
2.1	Number of CSO trained to identify and diversify their funding sources.	80	0	76	0	Two workshops were conducted, one in Quito and one in Guayaquil. See workshops report and list of participants.	95%	95%
THIRD INDICATOR								
3	Number of CSO using USG assistance to improve their institutional capacity	10	0	246	0	This indicator includes the following activities: Competitive Fund: 13 Sustainability: 14 Institutional Strengthening Training UTPL: 126	246	Exceeds 100% (2.460%)

						Sustainability training: 70 Institutional Strengthening Training Casa Grande: 23		
INDICATOR	PMP Target	2013			Notes	Total	Actual [%]	
		Jan_Mar	April_June	July - September				
4	Number of CSO and academic institutions that participate in the development and presentation of the training program for CSO	60	0	47	13	<p>This indicator includes the organizations that participated in focal groups, interviews and surveys for the development of the training program. Also, organizations that participated with their inputs in the presentation workshops and program adjustments were included.</p> <p>Apr- June: 35 surveyed, 5 interviewed and 7 participated in focal groups. Total 47 In the last quarter 13 OSC participated in the presentation of the training program..</p>	60	100%
5	Number of Academic organizations that received the proposal for the CSO training program	6	0	0	8	<p>Universidad Andina Simón Bolívar Universidad de Cuenca Universidad de las Américas Instituto de Educación Superior Libertad Universidad Católica Universidad Politécnica Salesiana Universidad Casa Grande Universidad Tecnológica Equinoccial</p>	8	133%

6	Number of CSO with improved institutional capacity, measured by the development of sustainability plans	10	0	0	10	In order to calculate this indicator, the project monitored the CSO (10) selected for coaching sessions in order to determine the impact of the assistance in the CSO. With this purpose an initial assessment was conducted and a sustainability plan to determine the progress made by the CSO.	10	100%
7	Number of CSO indirectly benefited by the products and sustainability workshops	30	0	45	61	<p>It will be measured by the number of CSO that, do not participate directly in the sustainability coaching but benefit from the activities and products where sustainability methodologies and tools are shared.</p> <p>In the second quarter a workshop was conducted to discuss strategic planning and sustainability with the Confederation. In the last quarter the International Seminar ‘Sustainability strategies for CSO’ was conducted, 77 people from 50 CSO attended. A panel was also conducted, where 15 people from 11 CSO attended.</p>	106	353%