



Ecoplata Workshop
New phase 2005 – 2008



December 15th, 16th and 17th, 2004



**mapeo de
alcances**

[OM – Outcome Mapping]

Facilitation and documentation:
Instituto Internacional de Facilitación y Consenso (IIFAC)
[International Facilitation and Consensus Institute]

Index

1. Main Results.....	3
a. Summary	3
b. Conclusions	4
c. Ecoplata 2005-2008 Framework.....	6
2. Workshop Participants	7
3. Outlook of IDRC – Federico Burone	8
4. Outlook of the Chairman of the Board of Directors – Federico Bervejillo.....	9
5. Outlook of Ecoplata’s Co-ordination – Erik Salas.....	10
6. Presentation by Sheldon Peddle (Canada) on ACAP	11
7. Workshop activities:	
a. Work on vision and mission	13
b. Boundary partners.....	15
c. Some strategies	17
d. Organisational practices.....	18
e. Conclusion	19
8. Glossary	20
9. Addenda	21
1. Workshop Agenda.....	22
2. Evaluations.....	23
3. Outcome Mapping Worksheets:	24
• Programme framework	
• Organisational practices	
4. On the IIFAC.....	26

1. Main Results

a. Summary

The workshop focused on working on Ecoplata's Mission for the 2005 – 2008 period. The wording of the Vision, included in the strategic document, was adapted to the outcome mapping methodology.

Representing IDRC, Mr Federico Burone expressed his desire to know how the workshop participants viewed the implementation of concrete actions that will influence the coastal area, since it will be influential in terms of future technical and financial support.

The Chairman of Ecoplata's Board of Directors, Federico Bervejillo, called for the incorporation of more knowledge into matters of management and governance, the inclusion of new key players for the strengthening of the interinstitutionality of the programme, and commitment to innovation, thus broadening the management already performed locally into global and regional management. Finally he underscored the goal of turning the programme into a National Coastal Management Agency.

From his position in Ecoplata's co-ordination, Mr Erik Salas mentioned the challenge inherent in generating a collective construction to benefit private players, Ecoplata itself, the country, and the region in an equitable manner, hoping to encourage strong creativity in order to achieve it.

Sheldon Peddle, of Canadian ACAP (Atlantic Coastal Action Plan), said he felt Ecoplata was going through a stage similar to the one his own programme had gone through some years before. He also voiced the keen interest of all 14 ACAP sections in working jointly with Ecoplata accompanying this process.

During the workshop, 6 areas were worked on: capacity-building, research, projects, communication, institutional development, and operational sustainability. Pursuant to the Outcome Mapping method, their relationships to their Boundary Partners were established, and the outcome challenges, that is to say the changes in actions made by the Boundary Partners which will allow us to identify their contribution to the Ecoplata 2005 – 2008 mission, were defined for each of them.

Internal organisational practices were worked on.

Finally, some strategies for the implementation of changes to help the mission were worked on.

Eventually, it became apparent that due to their similar problems and possible solutions, the areas of operational sustainability and institutional development could be brought together into one single area of organisational development. Within it, it was decided to regard the ITG (interinstitutional technical group) and the BD (Board of Directors) as Boundary Partners.

This area of organisational development and the area of communication are the ones which most need to be strengthened over the next 3 years. For this purpose, the same importance will be attached to the areas of capacity-building, research, and projects as has been attached so far. In this way, they will act as input to strengthen the former two.

Efforts will be made to articulate these activities by means of a highly integrative project that will make all of the actions to be implemented consistent.

In the area of communication, the goal will be to reach both civil society and political players, which will in turn further boost organisational development.

b. Conclusions

The final work on the mission of Ecoplata 2005 – 2008 is reflected in the following diagram, in which the areas of institutional development and operational sustainability are brought together into one single area of organisational development, due to their similar problems and possible solutions. Within it, the ITG and the BD are then regarded as boundary partners.

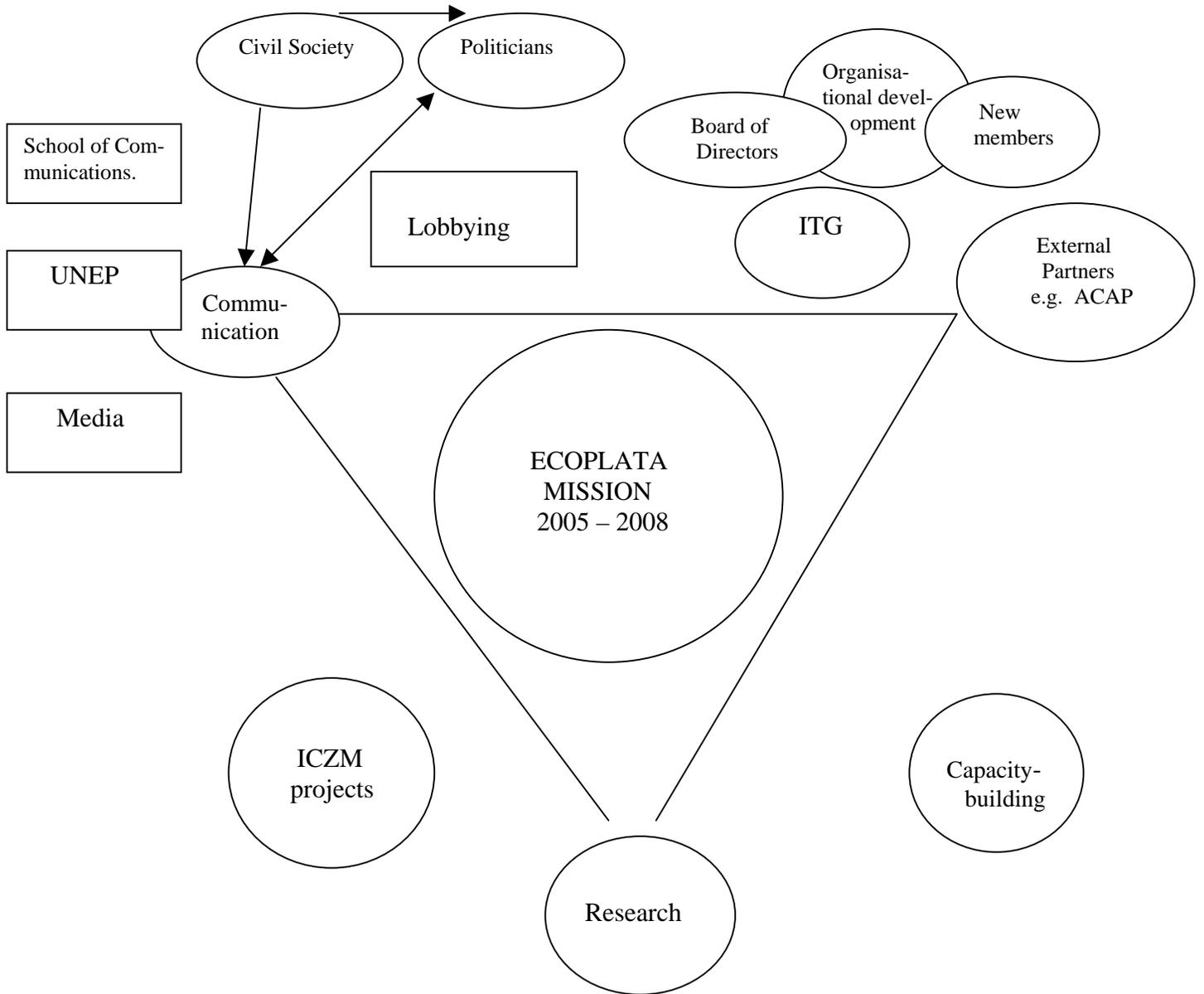
This area of organisational development and the area of communication are the ones that will most need to be strengthened over the next three years. In the meantime, the same importance will be attached to the areas of capacity-building, research and projects as has been attached so far. In this way they will act as input for the strengthening of the former two areas.

This approach will be articulated by means of a highly integrative project (which may emerge from the transformation of existing projects or the creation of a new one) which will make all of the actions to be implemented consistent. A project with a national and regional scope and making a strong communicational impact will be selected according to the selection criteria set by the BD and the ITG.

The objective is to demonstrate in practice the importance of coasts and the relevance of Ecoplata as an entity managing the coastal area in an articulated and participatory manner.

In the area of communication the goal will be to reach both civil society and political players so as to consolidate the area of organisational development.





c. Ecoplata 2005-2008 Framework

<p>VISION:</p> <p>The integrated coastal zone management (ICZM) has been institutionalised and strengthened, and it is common practice at the local, regional, and transboundary level. In particular, the institutions have interinstitutional co-ordination and interdisciplinary articulation in the generation of knowledge and the making and management of policies related to coastal areas. National and municipal policies influencing coastal areas incorporate a land and water integration approach. The challenges and opportunities related to coastal areas are dealt with through public-private co-operation networks which have been politically legitimised and organised on the basis of projects. The social and economic players become actively involved in coastal governance processes. There is a recognised national agency of an intersectorial nature charged with promoting interinstitutional co-ordination and coastal governance. The sustainable development of coastal areas integrates different environmental conservation, productive development, infrastructure development, and social cohesion objectives revolving around shared medium- and long-term visions. Human development and social cohesion rates in coastal communities improve steadily. Effective protection of sensitive areas is consolidated and sustainability in the different social and productive uses of the coast is ensured. Dynamic, integrative, and competitive productive clusters are set up in the coastal territories.</p>	
<p>MISSION:</p> <p>In order to support the vision, Ecoplata is going to transform the perception of the importance of its work as a fundamental link in the integrated management of the Uruguayan coast, and, at the same time, it is going to transform its inner workings so as to keep growing as a leader in coastal management. We are going to develop a communication strategy aimed mainly at the political powers and civil society, working with those who will advise us for proficiency in communicational skills and who will also help us to create internal communication strategies. We are going to work with the Board of Directors and the Interinstitutional Technical Group (ITG) to improve the internal articulation of these two players and seek together the right structure that will facilitate Ecoplata's operational sustainability. This task includes finding new members (municipalities, ministries, and other players) committed to the success of this new stage as well as involvement in lobbying. We are going to involve national and foreign external partners (such as the Atlantic Coastal Action Project – Canadian ACAP) in the search for creative, practical solutions. We are going to implement an ICZM project that will clearly show the country the importance of our work based on research and capacity-building, feed the communicational plan, and which will also be part of the next government's objectives and priorities.</p>	
<p>BOUNDARY PARTNER 1:</p> <p>BOARD OF DIRECTORS (OPEN TO NEW MEMBERS)</p>	<p>OUTCOME CHALLENGE 1:</p> <ul style="list-style-type: none"> • greater commitment • greater efficiency in meetings and decision-making • closer relationship with the ITG • contribution of financial and/or human and logistic resources • opening ITG and BD communication channels
<p>BOUNDARY PARTNER 2:</p> <p>ITG</p>	<p>OUTCOME CHALLENGE 2:</p> <ul style="list-style-type: none"> • respectful communication at meetings • exchanges between the technician and his/her institution • formalising the participation of technicians as part of the institutions' work • for them to be well-informed, prepared, etc, on arrival. • Opening ITG and BD communication channels
<p>BOUNDARY PARTNER 3:</p> <p>EXTERNAL PARTNERS (FOR EXAMPLE: ACAP)</p>	<p>OUTCOME CHALLENGE 3: SUPPORT IN ORGANISATIONAL DEVELOPMENT</p> <ul style="list-style-type: none"> • Learning processes • Peer-to-peer relationship • Counselling (or coaching)

2. Workshop Participants

Denise Gorfinkiel – FCS (School of Social Sciences), ITG
Alicia Rodriguez – DINOT (National Land Management Office), ITG
Paula Varela – Ecoplata’s Co-ordination
Erik Salas – Ecoplata’s Co-ordination
Patricia González – Environmental Canada
Milton Jackson – Municipality of Maldonado
Sheldon Peddle – ACAP (Canada)
Mónica Gómez – FC (School of Sciences), ITG
Carmen Varela – FCS (School of Social Sciences)
Félix Elizalde – Municipality of Rocha
Cristina Pastro – Municipality of Montevideo
Pablo Puig – DINARA (National Water Resources Office), ITG
Carmen Mesones – DINARA (National Water Resources Office)
Ricardo Vallejo – ANP (National Port Administration)
Walter Norbis – FC (School of Sciences)

Helen Rajj – IDRC presented the Outcome Mapping method

Facilitation was provided by the Instituto Internacional de Facilitación y Consenso (IIFAC):

Beatrice Briggs – Facilitator
Lucia Battezzore – Co-facilitator
Francisco Eliçagaray – Documentary officer

3. Outlook of IDRC

Federico Burone



Mr Burone highlighted Ecoplata-oriented support and monitoring and the current intention of focusing on “product quality”. He stressed the significance of holding this workshop as an opportunity to maintain IDRC’s support in the activities that the workshop participants should identify as priority.

He stated that this difficult year an exercise in introspection, from which a strategic document emerged, and in looking at the national and international surroundings had been performed.

This led to the need to revise the creation of actions for dialogue between people and institutions. On this basis, Ecoplata’s chances of projection into the future and the double dimension of collaboration by IDRC in technical and financial resources will be assessed.

In March 2005, a cycle that included the original plan of reaching a new institutional phase will come to an end. It was unsuccessful for weighty reasons, such as the country’s political and institutional contexts.

It is the idea of some partners of the Board of Directors to start a new institution. It is in its early stages. There is uncertainty.

The objective of the workshop is to find out how the Ecoplata members feel about the situation, looking for answers to two questions:

How are Ecoplata’s active members to be articulated?

What actions are Ecoplata’s players to take to optimise this?

He voiced his desire to know how the members of the workshop themselves view technical and knowledge training, and its relationship with the implementation of concrete actions that will influence the coastal area, since it will be influential in terms of future financial and technical support.

4. Outlook of the Chairman of the Board of Directors

Federico Bervejillo



In his capacity as chairman of Ecoplata's Board of Directors and on behalf of the whole of its institutions, he stressed how important the programme has been so far, as well as the intention of evaluating to what an extent there is the will to embark Ecoplata on a new stage.

The aim is to obtain positive, innovative, convergent results so as to stimulate a process of building up strong interinstitutional commitment. In this regard, he called for the necessary importance to be attached to the actual inclusion in Ecoplata of the representatives of the institutions and departmental governments involved in coastal management. This is to be seen as a pact to be renewed, aiming at Ecoplata's projection into the future.

All these years, the vision of the programme has been re-interpreted regularly, and at present there is the possibility of both reinforcing some of the steps taken for this purpose and redoubling efforts by acting on some points stressed in the Strategic Document, and, above all, on the basis of what is produced in the forthcoming months.

He also called for drawing the element emerging from the sum of its components and objectives.

One of the main elements is approaching a National Interinstitutional Agency dealing with the sustainable development of coastal areas, with the following results:

- Capacity-building for the players (institutions, departmental governments, and authorities involved in coastal actions)

- Support for political and management innovation

- A change in the collective, social, and political perception of the topic of coasts. A communication and awareness component to generate a significant dialogue with Uruguay's society, always using language incorporating the articulation of the different stances.

Furthermore, he emphasised the importance of a direct commitment to the management processes related to the Uruguayan coast, including key players in the topic of coasts such as the Ministry of Tourism and Municipalities, so far absent from interinstitutionality.

Regarding the topic of scales, he underscored the stress laid by the programme on management in local communities, and also the need to articulate it at the global and regional levels too.

Therefore, the points to work on are the following:

- Generation of background knowledge
- Incorporating more knowledge into matters of management and governance
- Generation of a strong commitment to renovation by innovating in coastal management and policies on the basis of interinstitutionality.

He also called for finding new forms of commitment with the University of the Republic, also aiming at innovation.

Finally, he emphasised that a new cycle is beginning with the aim of turning Ecoplata into a National Agency for the management of the development of coastal areas.

5. Outlook of Ecoplata's Co-ordination

Erik Salas



Mr Salas stated that Ecoplata is much more than the co-ordination office. What is more, Paula Varela and he himself are the only ones who have no links with any institution.

He also pointed out that the Strategic Document is a guiding framework, not a plan, and that material for the making of a project proposal will emerge from it and the addition of all the results of the workshop. The Strategic Document is as comprehensive as a consensus document should be. It is one more step that adds to a rich history.

Since 2003, the Programme has been revitalised by the attitude of the Board of Directors. From a speech focused on conservation early on, other objectives have now been added, such as that of going deeply into the concept of governance, that is to say implementing who does what, when, and how.

As valuable aspects of Ecoplata's management of the coast he pointed out that it focused on:

- People
- Challenges, such as that of poverty in the coastal population
- The resolution of coastal conflicts
- Dealing with public policies for coastal areas

Regarding new partners involved in relevant actions in coastal areas, he named the A.N.P. (National Port Administration), the Ministry of Tourism, departmental governments, finding partners in Canada who share the same challenges – such as Universities –, and other coastal programmes.

He then went on to mention the challenges inherent in generating a collective construction. For this, he based himself on two approaches:

- 1) Humanist psychology suggests that a process of collective construction has to be good for the self (player involved), the group (Ecoplata) and the environment (country, Uruguayan society).

If the last-mentioned is reached, this channel can be used to convey to the national players the interest in including Ecoplata in the National Budget.

A fair balance must be struck in this trinity:



- 2) From political sciences emerges the need to incorporate relationships with key players mainly at the national and also departmental and local level so as to achieve good institutional operation.

6. Presentation by Sheldon Peddle (Canadá) on ACAP



Mr Peddle expressed his gratitude for the invitation given to the ACAP. This programme was set up in 1991 by the Environment Department of the Canadian Government, which, taking a new approach at that moment, brought coastal management action to the local groups of the 14 areas which it is made up of. Each of them works with its own Board of Directors, the members of which used to be appointed by the central government, although these places have gradually been given to different local representatives. Therefore, at present the places on those Boards which are occupied by representatives of the local government have lost their right to vote and attend meetings as observers, with the possibility of

providing counselling. As far as this counselling is concerned, even if sometimes it has been disapproved of and not implemented, the support and recognition given by the central government to the Boards not only has not decreased, but it has actually increased over the last few years.

This may be due to the effective achievements of the local Areas, which by their inherent make-up have proved to be more capable of them than a central government is.

In order to maximise this effectiveness, three sub-committees have been set up:

- 1) Human resources and finances.
- 2) Science and research.
- 3) Education and communication.

Securing funds:

In 1991, the yearly cheque from Environmental Canada was enough for each Local Board in the 14 areas.

Since 1997 they have been requested to submit a yearly report on their activities for the following year.

At present, central financial contributions have dropped, but Mr Peddle himself – unlike some of his peers – is not critical of this situation, since he is for a gradual, natural weaning from this kind of programmes.

They do not receive any money from the local governments.

Most of it comes from private contributions, which is achieved by showing company managers, the community, and the government the achievements they have gradually made. This causes them to come and ask:

How can we be part of this?

In this regard, he mentioned the strategy of repeatedly sending programme staff in a clearly identifiable outfit to clean beaches which did not need any cleaning at all, drawing people's attention to the institution, which was capitalised on in the form of concrete support.

He sees similarities between the process the ACAP went through and the one Ecoplata is going through now. They took five years to devise a clear plan of action. Once this was achieved, it took them 8 months to be able to begin to implement it, due to their intention of making serious consultations with the many and heterogeneous committed groups, from lumber dealers to environmental groups, among an assorted range. So

much so that a common vision was found that was accepted by all in spite of the different interests.

The Management Plan of his ACAP area contains 200 pages, and they managed to abridge it into a management or action table.

It is divided into four thematic categories:

- 1) Research
- 2) Communication
- 3) Knowledge generation
- 4) Capacity-building

There is flexibility in the implementation of the area of Research so as to prioritise the topics most closely related to the strategic needs at any given moment.

The results of the actions are grouped in impact reports according to short-, medium-, and long-term perspectives.

Over the last few years great stress has been laid on the educational system, drawing the interest of school authorities by bringing them concrete activities in which their students can be included.

They also carry out a large amount of research at the university level, suggesting to the teachers interesting topics for their students, who volunteer to perform these tasks with the ACAP, to excellent results in terms of quality and cost-effectiveness.

Finally, he stressed that all 14 sections of ACAP, each from their specific and varied areas and subjects, are extremely interested in working with Ecoplata.

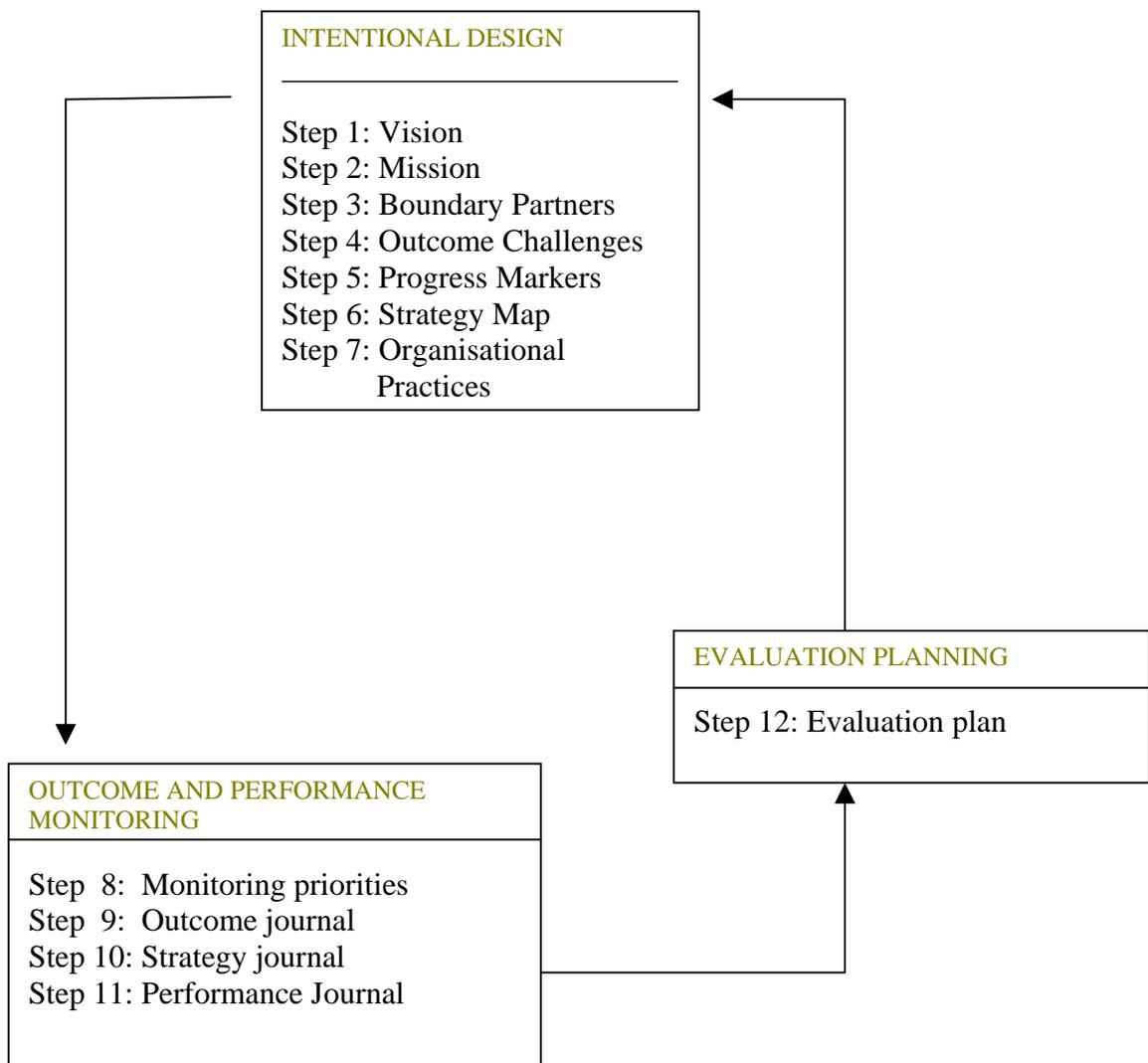
7. Workshop Activities

a. Work on vision and mission

Throughout the workshop, Helen Raij regularly presented the Outcome Mapping methodology used in it, focusing on intentional design.



OUTCOME MAPPING



VISION:

The Vision for Ecoplata 2005-2008, from the Strategic Document, was worded in the Outcome Mapping style:

“The integrated coastal zone management (ICZM) has been institutionalised and strengthened, and it is common practice at the local, regional, and transboundary level. In particular, the institutions have interinstitutional co-ordination and interdisciplinary articulation in the generation of knowledge and the making and management of policies related to coastal areas. National and municipal policies influencing coastal areas incorporate a land and water integration approach. The challenges and opportunities related to coastal areas are dealt with through public-private co-operation networks which have been politically legitimised and organised on the basis of projects. The social and economic players become actively involved in coastal governance processes. There is a recognised national agency of an intersectorial nature charged with promoting interinstitutional coordination and coastal governance. The sustainable development of coastal areas integrates different environmental conservation, productive development, infrastructure development, and social cohesion objectives revolving around shared medium- and long-term visions. Human development and social cohesion rates in the coastal communities improve steadily. Effective protection of sensitive areas is consolidated and sustainability in the different social and productive uses of the coast is ensured. Dynamic, integrative, and competitive productive clusters are set up in the coastal territories.”

MISSION:

“In order to support the vision, Ecoplata is going to transform the perception of the importance of its work as a fundamental link in the integrated management of the Uruguayan coast, and, at the same time, it is going to transform its inner workings so as to keep growing as a leader in coastal management.

We are going to develop a communication strategy aimed mainly at the political powers and civil society, working with those who will advise us for proficiency in communicational skills and who will also help us to create internal communication strategies.

We are going to work with the Board of Directors and the Interinstitutional Technical Group (ITG) to improve the internal articulation of these two players and seek together the right structure that will facilitate Ecoplata’s operational sustainability. This task includes finding new members (municipalities, ministries, and other players) committed to the success of this new stage as well as involvement in lobbying.

We are going to involve national and foreign external partners (such as the Atlantic Coastal Action Project – Canadian ACAP) in the search for creative, practical solutions.

We are going to implement an ICZM project that will clearly show the country the importance of our work based on research and capacity-building, feed the communicational plan, and which will also be part of the next government’s objectives and priorities.”

Six areas were worked on:

- Research
- Capacity-building
- Projects
- Communication
- Operational sustainability
- Institutional Development

These areas were correlated with their boundary partners, and the outcome challenges, that is to say the changes in actions made by the partners which will allow us to identify their contributions to progress in the EcoPlata 2005 – 2008 mission, were defined for each of them.



Finally, strategies on some boundary partners were worked on for the implementation of changes towards the accomplishment of the Mission.

b. Boundary partners for each area of the mission

- **Communication:**

Training in techniques to reach civil society and politicians in an effective way.

Boundary Partners: School of Communication Sciences

UNEP

Mass Media

Private companies

- **Operational sustainability:**

Identifying new sources of funds.

Showing civil society and politicians what EcoPlata is and what its role is.

Boundary Partners: Integrating civil society groupings (NGOs and socio-territorial groupings) helping them to integrate with each other, so that they can have more global, apart from local, representativity at EcoPlata.

Company managers

CCTAMA

PROBIDES (Programme for the Conservation of the Biodiversity and Sustainable Development of Wetlands in the East)

Strategic partners such as OPP (Planning and Budget Office) and the Parliament

- **Institutional Development:**

EcoPlata's current make-up and mode of operation, its difficulties and possible solutions were examined.

Developing a more effective link between BD and ITG.

Giving real answers to civil society and EcoPlata's institutions.

Boundary Partners:

DINAMA (National Environment Office)

Civil Society.

University of the Republic.

Municipalities.



Ministries.

Programmes from
abroad.

- **Capacity-building:**

Revitalising the agreement with CODICEN (Central Governing Council for Education)

Becoming stronger in terms of communication

Enhancing the concept of oceanography

Master's degree in Coastal Management

Boundary Partners:

University of the Republic

Foreign Universities

ANEP (National Public Education Administration)

CODICEN

NGOs

- **Research:**

It must also be conducted into management and public policy processes so as to answer the question: How do you generate concrete changes and actions from research?

Flexibilising its priorities in favour of the possible emerging needs at any given moment.

Boundary Partners: DINAMA (National Environment Office)

DINARA.

DINOT.

INE (National Statistics Institute).

University of the Republic.

Ministry of Tourism.

- **Projects:**

Creating a strong, compelling project that will raise people's awareness of coasts. It remains to be studied whether it will innovate from something brand new, or whether it will be global enough to integrate more than one action area, perhaps giving a new dimension to a project already under way at present.

-Creating an integrated selection process with the BD and the ITG.

Boundary Partners: NGOs. Civil society.

Municipalities.

Parliament.

Ministry of Tourism.

PROBIDES.

Freplata.

University of the Republic.

ANEP (National Public Education Administration)



	Research	Training	Development	Sustainability	Projects	Communication
Mayors' Congress – municipalities	X	X	X	X	X	
U of the R	X	X	X	X	X	
Ministries	X	X	X	X	X	
Parliament				X	X	
OPP				X		
Civil Society		X	X	X	X	
External (Canada, International Regional Organisations)	X	X		X		
Private Sector	X			X	X	

c. Some strategies

By way of exercise some strategies were worked on for the achievement of the outcome challenges for each boundary partner:

Boundary Partner: Municipalities and Local Governments

Strategies:

- Integrating them, by means of delegates, into BD. Bringing them implementation of actions and resources.
- Two-way capacity-building workshops between Ecoplata and Local Governments and Municipalities.
- Publicising joint achievements.
- Mutual support between both players and Ecoplata.
- Entering into agreements on basic rules to facilitate participation.
- Creating local commissions.
- Revising current ordinances.
- Generating concrete projects.
- Taking advantage of existing communal information networks.
- Integrating Ecoplata into Municipalities and Local Governments.

«Right Whale Watching» Project.

Boundary Partners: Ecotourism Agents, Ministry of Tourism and other Ministries connected with the topic.

- Promoting their inclusion in Ecoplata by means of this specific project.
- Giving and receiving mutual information and technical support.
- NGOs specialised in the topic, DINAMA
- Methodology for promoting Ecotourism without damaging the environment.
- Publicising Ecotourism locally, nationally, and internationally.

d. Organisational Practices

We worked on the internal practices that Ecoplata must have in order to carry out its mission, according to the outcome mapping methodology, on the basis of 8 practices.

- Working on communication going both ways among civil society, politicians, and Ecoplata
- Communication at the internal level between BD and ITG
- Holding regular joint workshops between ITG and BD
- Formalising the participation of the ITG as part of the technician's task as an official of his/her institution
- Receiving counselling and coaching from international bodies with experience in organisational development.
- Conveying technical language to that of civil society and politicians
- Finding the way to enable Ecoplata to take action on specific burning situations
- Seeking new alliances
- Having stages for internal debate and discussion
- BD and ITG jointly seeking interest criteria for the selection of projects
- Improving the payment procedures of the UNDP (for instance, by finding another resource administration)



e. Conclusion

The final work on the mission of Ecoplata 2005 – 2008 is reflected in the following diagram, in which the areas of institutional development and operational sustainability are brought together into one single area of organisational development, due to their similar problems and possible solutions. Within it, the ITG and the BD are then regarded as boundary partners.

This area of organisational development and the area of communication are the ones that will most need to be strengthened over the next three years. In the meantime, the same importance will be attached to the areas of capacity-building, research and projects as has been attached so far. In this way they will act as input for the strengthening of the former two areas.

This approach will be articulated by means of a highly integrative project (which may emerge from the transformation of existing projects or the creation of a new one) which will make all of the actions to be implemented consistent. A project with a national and regional scope and making a strong communicational impact will be selected according to the selection criteria set by the BD and the ITG.

The objective is to demonstrate in practice the importance of coasts and the relevance of Ecoplata as an entity managing the coastal area in an articulated and participatory manner.

In the area of communication the goal will be to reach both civil society and political players so as to consolidate the area of organisational development.

(Translation of this diagram on page 5)



Conclusions 7a and 7b: The areas to strengthen are those of communication and organisational development by means of an integrative project.

8. Glossary

- Boundary Partners:** The people, groups or organisations with which the programme interacts directly and which the programme may be thought to have a chance to influence in some way.
- Mission:** Ideal description of the way in which the programme contributes to the achievement of the vision. It enumerates the areas on which the programme will work and the entities with which it will collaborate, but it does not provide a detailed list of the activities to undertake.
- Outcome Challenges:** Description of the ideal changes in the behaviour, relationships, activities and/or actions of a boundary partner.
- Vision:** Description of the large-scale economic, political, social or environmental changes that the programme hopes to contribute to making in terms of development.

9. Addenda

Addendum 1: Workshop agenda

Addendum 2: Evaluations

Addendum 3: Outcome Mapping Worksheets:

3a. Framework of the EcoPlata programme

3b. Organisational Practices

Addendum 4: On the IIFAC

Addendum 1: Agenda

DAY 1 – Wednesday 15th December

09:00	Reception
09:15	Opening
09:20 – 10:00	Presentations
10:00 – 10:15	Outlook of IDRC (Federico Burone)
10:15 – 10:30	Outlook of the national authorities (Federico Bervejillo)
10:30 – 10:45	Revision of the workshop plan (objectives, expected results)
10:45 – 11:00	Key elements of Ecoplata's strategic document (Erik Salas)
11:00 – 11:20	BREAK
11:20 – 11:50	Introduction to the Outcome Mapping methodology (Helen Raij)
11:50 – 13:00	Vision and Mission according to the OM approach (steps 1 & 2)
13:00 – 14:30	LUNCH
14:30 – 14:50	Boundary partners: brief theoretical introduction (Helen Raij) (step 3)
14:50 – 16:00	Boundary partners: discussion in small groups
16:00 – 16:15	BREAK
16:15 – 17:15	Boundary partners: plenary discussion
17:15 – 17:50	Conclusions and comments on step 3
17:50 – 18:00	Evaluation of the day
18:00	CLOSE

DAY 2 – Thursday 16th December

09:00 – 09:30	Presentations and revision
09:30 – 10:45	Outcome challenges (step 4)
10:45 – 11:00	Progress markers (step 5)
11:00 – 11:15	BREAK
11:15 – 11:45	Progress markers (step 5)
11:45 – 12:45	Strategy map (step 6)
12:45 – 13:00	Organisational practices: brief theoretical introduction (Helen Raij) (step 7)
13:00 – 14:30	LUNCH
14:30 – 15:15	Organisational practices: small groups
15:15 – 16:00	Organisational practices: plenary
16:00 – 16:15	BREAK
16:15 – 17:00	Conclusions and comments on step 7
17:00 – 17:20	Outcome and performance monitoring (steps 8 to 11) introduction
17:20 – 17:50	Evaluation planning (step 12)
17:50 – 18:00	Evaluation of day 2
18:00	CLOSE

DAY 3 – Friday 17th December

09:00 – 09:30	Presentations
09:30 – 10:00	Revision of days 1 and 2
10:00 – 11:00	Conclusions and next steps
11:00 – 11:20	BREAK
11:20 – 12:00	Questions and comments
12:00 – 12:30	Presentation of preliminary results
12:30 – 13:00	Evaluation of the workshop
13:00	Thankyou and CLOSE

Addendum 2: Evaluations

Day 1:

What worked out right:

- The method
- Everything
- Good translation

What can be improved:

- Convocation
- Attendance
- Planning and dates
- Key players missing
- Punctuality of the start

Day 2:

What worked out right:

- The barbecue
- Good discussions
- Tough things were taken well

What can be improved:

- Attendance
- Many more things could have been said
- Focusing more on 4 or 5 key players and on what we want to take action on

Evaluation of the workshop:

- The richness of the exchange of opinions was praised
- It came as a surprise that the method helped to keep workshop discussions sensible and realistic
- It led to the intention of applying the Outcome Mapping method in other projects
- Facilitation by IIFAC helped to reflect on and guide the findings of the workshop
- The Outcome Mapping method highlighted aspects of the Board of Directors that must be improved, and then it made the ITG realise that it is a mirror image since the aspects it must improve were very similar.
- The workshop succeeded in renewing some of the participants' commitment to working with Ecoplata

Addendum 3b: Organizational Practices

	MAIN ACTIONS
PRACTICE 1. LOOKING FOR NEW IDEAS, OPPORTUNITIES AND RESOURCES	Looking for common criteria (for projects of national interest, “lobbying” of the Parliament and OPP [Planning and Budget Office] by the Board of Directors) B
PRACTICE 2. SEEKING FEEDBACK FROM KEY INFORMANTS	Working on communication going both ways among civil society, politicians and Ecoplata, and at the internal level between ITG and BJD
PRACTICE 3. SEEKING THE SUPPORT OF THE CLOSEST HIGHEST AUTHORITY	Actions to support the Board of Directors Regular joint workshops between the ITG and the BD Formalising the participation of the ITG as part of the technician’s task as an official of his/her institution.
PRACTICE 4. EVALUATING AND (RE)CONFIGURING PRODUCTS, SERVICES, SYSTEMS AND PROCEDURES	Looking for the way to improve administration Receiving counselling and coaching from international bodies with experience in organisational development
PRACTICE 5. ASCERTAINING THE SATISFACTION OF PREVIOUS CLIENTS SO AS TO OBTAIN GOODWILL	Conveying technical language to that of civil society and politicians
PRACTICE 6. SHARING BEST KNOWLEDGE	This has always been Ecoplata’s practice, and it has been suggested that it should receive feedback so as to generate and transmit knowledge
PRACTICE 7. EXPERIMENTING TO KEEP INNOVATING	Finding the way to enable Ecoplata to take action on specific burning situations Taking a stand Looking for new alliances (opening to new players)
PRACTICE 8. REFLECTING AT THE ORGANISATIONAL LEVEL.	Having stages for debate and discussion Regular workshops with the ITG and the board of directors together BD – ITG relationship to choose projects of interest

Addendum 4: On the IIFAC



The IIFAC (International Facilitation and Consensus Institute) is an international Mexico-based team of facilitators with affiliates all over America and Europe.

We are specialists in meetings and provide counselling, training and facilitation.

We are in the process of establishing ourselves as a regional centre for Outcome Mapping (www.idrc.ca/evaluation) and are part of the Latin American Initiative of the AIPP (International Association for Public Participation: www.iap2.org)

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