



CIUDADANO  
INTELIGENTE.ORG

**FINAL REPORT**  
OMIDYAR NETWORK

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## OUR LAST PROPOUSAL

Here we are going to take a quick look at the basis of our proposal.

### PROBLEMS DEFINED

More than 60% of Latin-Americans consider inequality to be the biggest social problem of their country. Inequality of course does not only have an economic face (where the top 10% earns 42% of the GDP, and the lowest 10% earns 1,24% of the GDP), but also the face of social exclusion of a large portion of population where the macroeconomic figures of GDPPC growth (of LATAM over the past 10 years) seem to have none or little effect. Small number of firms and families control most companies of Latam, where market competition is not as open as in other regions of the world. Information is heavily concentrated in these groups, constraining the rise of new market actors as well as any kind of consumer accountability regarding the quality of the products or services, including information on issues such as fair-trade and environmental protection. Something very similar happens in the political arena, where few groups (even families) exercise the control of a political status quo that is characterized by lacking transparency and accountability. Political representatives are often re-elected based on no information, and no sort of public account. Government budgets have also been left without any account to make sure that tax-payer money is properly spent and used to provide social services. This overall smog of lacking transparency and accountability has also been the perfect scenario for rising practices of corruption, inefficient public spending, and poorly designed policies that are often implemented on the backs of citizens. Now, the problem of economic and political inequality does not only relate to corruption and fuzzy public spending, but mainly to the fact of a citizenry that sees itself as marginalized from development opportunities (only 20% of Latin Americans believe that 'social mobility' is accessible). The later is connected to the increasing lack of trust of citizens in political institutions, which is also finally connected to a lacking trust in democracy as a ruling political system (nearly 50% of Latin Americans do not matter if they live under a democratic system or not, as long as their economic problems are solved). If we want democracy to persevere as our ruling political system, we seriously need to improve its legitimacy. Citizens need to experience control of political institutions, by exercising accountability and participating as much as possible in the policy process.



## SOLUTIONS PROPOSED

Web Technology can be a great ally for all purposes: 1) Get Citizens to participate: Web apps, and social networks are great tools to get people together, and quickly organized around public causes. 2) Exercise political accountability: Technology allows transparency to reach a higher level, not only in terms of easily spreading content among citizens, but also, by using technology to cross-reference on large sets of data. 3) Exercise consumer accountability and promote sustainable consuming: similarly to the later, web technology can help consumers to know more about what they buy, answering issues like Where does it come from?, Was there any fair-trade?, How environmentally friendly is the product? etc. This endeavors positive incentives to responsible consuming.

Keeping this in mind, we continuously innovate in the creation and adaptation of web applications, and tools that allow citizens to be informed on what their government is doing ( [www.votainteligente.cl](http://www.votainteligente.cl) , [21demayo.ciudadanointeligente.cl](http://21demayo.ciudadanointeligente.cl) , [www.criik.com/dev](http://www.criik.com/dev) , <http://www.ciudadanointeligente.cl/labs/antenas/> ) , and also allows them to take action regarding their right to demand accountability ( [www.accesointeligente.org](http://www.accesointeligente.org) , [www.inspectordeintereses.cl](http://www.inspectordeintereses.cl) ).

For us it is also key to understand that these web-tools will live only if there are groups of citizens to use them because they serve to solve a social problem these citizens face. Therefore, it is of key importance to work closely with NGOs, general citizen groups, Media, and Academic communities during all the web-development process. But it is especially important, to (if possible) embed the web-tools into the ordinary work of the organizations who use the tool.



## REPORT

### ORGANIZATION AND ENVIRONMENTAL CHANGES, STRATEGY AND CHALLENGES OF THE LAST 4 YEARS

At the moment of engaging in the Omidyar - FCI partnership at the end of 2011 our organization had been living a strong process of experimenting with new ideas, technologies in order to offer new solutions to the activism and civic processes that occurred during the last years in the country.

In the first years of FCI (2009-2011) the organization was focused on achieving the main goals set in the beginning: transparency, open data, accountability and right of public access to information in Chile, through the development of civic apps. This first years we had the opportunity to experiment with ideas and different technologies. In this experience we launched several sites with the goal of showing the governments the power that existed when open data was used by civic society.



The projects launched during this period were: our first platform of electionary information (Vota Inteligente), our first platform of parliament monitoring, a unique site to request public information to all organism of the state (Acceso Inteligente), a web app that indicated the location of all cell phone antennas (thanks to FOI request - Señalalo), a platform to evaluate the fulfillment levels of the legislative promises of the government during the electionary process (Del Dicho al Hecho), a platform to indicate the agreement level of the education movement and the government (in 2011 - Hay Acuerdo), a platform that crossed information to detect conflict of interest (Inspector de Intereses), one that streamed what was happening in demonstrations of the education movement (Globo Ciudadano), between other platforms. We launched the first version of our institutional web site.

Regarding our international network in 2010 we started the Latin America Network of Legislative Transparency in an association with organizations of 5 countries (Argentina, Chile, Colombia, Mexico, Peru). In 2011 the first indicator of Legislative Transparency in local congresses was launched, in a coordinated effort. Also we had our

first experience at working in coordination with another organization in the development of a tech app, we launched the Argentine version of Vota Inteligente (electionary information platform).

After these first years of learning from all those experiences, we felt that the organization was ready to take the next steps in the achievement of our goals. To enlarge the impact of our technology development by building a large Latin American community and by applying the best practices that we discovered and applied during this years to our next developments. At the end of 2011 we signed the contract with Omidyar, which would help us to achieve this next steps.

During the second semester of 2011 the organization was interested of finding a way of enlarge the international community, as we identified the importance of conducting and reinforce the transparency and accountability processes that were taking place in Latin America. Also the importance of open data in governments and civic society. With this ideas we organized the first edition of the civic hackathon project Developing Latin America (DAL), with a simultaneous participation of 6 countries (Argentina, Brazil, Chile, México, Peru, Uruguay). The goal was the development of civic technology with open data published by local organizations or the governments.

For 2012 the focus was on re-applying many of the projects developed in the early days, but changing the scope and estimated impact. In our digital community we expected to grow significantly on reaching them. Our agenda of transparency, accountability and conflict of interest (reflected in the relationship between the economic actors and politics) should be reinforce. Our international networking should be expanded, and the alliances created in the past years would be strengthened.

In the internal organization of FCI we had to adapt the structure to the new challenges that were identified. A committee was created to guide the activities of the organization in weekly basis, with the secondary objective to connect better a growing team. The community and communication team was created in order to reinforce those areas in the organization.

That year we launched the 2nd and 3rd version of Del Dicho al Hecho (monitoring the fulfillment of the legislative promises of the government); we created a platform that allowed anyone to create an electionary information



web (Candideit.org); we released the 2nd version of our institutional web page; we created a campaign to call the society to vote, as this was the first election where you didn't need to register yourself to be able to vote (La Franja de los que Sobran); we launched the 2nd version of Vota Inteligente in Chile (electionary information platform), with new features and information display; we made a test with the UNDP to quantify the expense level in the campaigns. These activities lead us to reach more than 35K followers on Twitter and Facebook and we duplicated our appearances in the press.

Regarding our international network we organized the 2nd version of DAL (Developing Latin America) with a total of 8 countries (Argentina, Bolivia, Brasil, Chile, Costa Rica, México, Peru, Uruguay), and the participation of more than 8 regional partners to boost the quality of the civic applications.

During that year (2012) we learned the importance of developing technology that could be easily deployed as a new version or in another country or context. As we tried to re-launch our web apps we identified the cost that we incurred on starting everything new again, as the technology could not be easily re-used again. So from this point on, we would develop deployable technology in order to reduce future cost of deploy a specific project.

This new approach of making deployable technology lead us to sign a partnership with MySociety and Google.org for a two year development project, Poplus, where a community of developers and organizations would be created to use this kind of technology and to create it. Poplus was launched in March 2013.

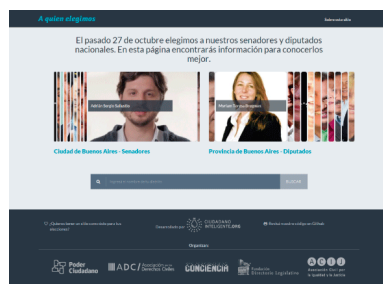
During this year Ciudadano Inteligente started to experiment with the development of technology aiming to achieve financial sustainability, by promoting and implementing Ciudadano Inteligente based websites and modules (Poplus technology). Responding to an increase of demand for deployments of FCI apps. We also found that for our team it was much easier to respond to these paid service requirements, because the work involved in their development is aligned with the same kind of work they do every day, meaning that we can benefit from our existing "chains of production" "know-how", and "agileness" in the delivery of these paid services.



To respond to all the changes on our strategies and learnings of the last years, we decided to focus our activities in three major layers for 2013: 1) reach Latin America civic society organizations 2) creating an environment of deployable technology and 3) focusing on the conflict of interest issue.

2013 could be divided in three different stages for Ciudadano Inteligente, in the first part we focused our work on launching two new version of Del Dicho al Hecho (monitoring the fulfillment of the legislative promises of the government) as this was the last year of the current government. The second part focused on the electionary process for president and congressman, where we launched three versions of Vota Inteligente (electionary information platform), and also where we released the web site to challenge the presidential candidates to inform who was financing their campaigns (Quien te Financia), for primaries, first and second round. Also we made a public intervention where we aimed to generate awareness in civic society to understand the importance of making transparent the names of who is financing politics and their campaigns.

As for our national networks we organized a joined effort of more than 40 civic society organizations to demonstrate the relevance that this organizations are acquiring in our national reality (Populosaurio). Also we wanted to start acting in a join network with all these organizations to empower each one of their initiatives, to generate more pressure in the national agenda.



The third part of our year was focused on the Latin American network, and partnerships. With Poplus we were able to develop technologies not just for Chile, but also for other organizations that were located in the region. We were able to work with Argentina, Venezuela, and Paraguay on the deployment of our Vota Inteligente (electionary information platform) for their national elections, also we deployed the DAL web site, to be used in the second implementation of Developing the Caribbean (DevCa).

We made a relevant change in the 2013 DAL version. The methodology was modified from a hackathon to an apps-challenge, now the winners would be financed to develop their apps for three months under the supervision of SociaLab. In 2013 there were 12 countries participating in DAL (Argentina, Bolivia, Brasil, Chile, Colombia, Costa Rica, Ecuador, Guatemala, México, Paraguay, Perú, Uruguay).



The Latin American Legislative Transparency Network prepared during 2013 the information of the second study of the index of Transparency for the parliament in Latin America. Up to 2013 the network had growth to include 10 countries (Argentina, Bolivia, Chile, Colombia, Ecuador, Guatemala, México, Peru, Uruguay, Venezuela). This index was finally launched in 2014.

At the beginning of 2014 FCI faced one of the biggest challenges of the organization: substituting the Executive Director, and important roles inside the organization. We have faced the takeover of all leadership positions inside FCI, as the old ones considered their time in the organization been over. This made us to focus on rebuilding the leadership's insider the team, and to continue with the line of work of the organization.

One of the first achievements of 2014 was the approval of the Lobby bill in the parliament. This bill was “sleeping” during 11 years in the congress, and at the beginning of the year we pushed hard to achieve an awareness in the congress that it was much better to have a bill, than to search forever for the perfect bill. Our effort in addition to the political momentum of the country and the parties, made possible the approval of this bill. During the next months, FCI would take a leader role on determining the content of the internal regulation of the bill in each one of the powers of the state.

In March of 2014 we faced a change in the administration of the government, and the final release of Del Dicho al Hecho (monitoring the fulfillment of the legislative promises of the government) was expected by the press and the same government, as they felt that it was a valid evaluation by the civic society. In a way of ensuring the continuation of this project we launched a small version for the promises made by the new government, in the first 100 days of their administration.

Our international networking would growth more, as we hosted (in a partnership with MySociety) the Poplus conference, where developers and civic activists from more than 27 different countries were joined in order to discuss the possibility of generating civic technology by deploying it around the world.



We updated our PMO web site to Congreso Abierto, by applying new technology developed under Poplus partnership. As this site was now under a deployable version it was possible to work with organizations in

Argentina and Paraguay and adapt it easily to their reality. The two local PMO sites were launched in June of 2014, showing a successful application of this concept.

Two of our networks, DAL and Populosaurio, undergo a major change on the way they were directed. Both projects were born under FCI effort, and we felt that it was time to encourage their communities to take the projects in their hands. To achieve this it was decided to transfer these projects from our organization, to the responsibility of the participating organizations. The idea was welcomed by them, and now DAL is organized by 5 leader partners who rotate the responsibility of organizing the yearly event. In Populosaurio all the participating organizations have the responsibility of hiring a producer to organize the yearly event. This also has proven to have a very good result in terms of community building and making these project sustainable in the future.

Now it's time to focus the efforts of Ciudadano Inteligente in leveraging organizations all over Latin America to increase the impact of their initiatives by creating partnerships where our experience and their knowledge joins to generate changes in the regulations, community building, transparency and accountability of the political structures in each local reality.



## ACTIVITIES AND OUTCOMES

FCI has focus his main activities and project in three big lines of action: Building an international community, developing technologies to leverage civic activism, and participating on the definition of public regulation to ensure proper transparency and accountability of governments.

### TECHNOLOGY DEVELOPMENT

All our technologies has been build to leverage an idea or a civic community, in order to reach the goal of generating a change in local policies, the quality of open data, transparency policies or to enlarge the opportunity of making the government accountable.

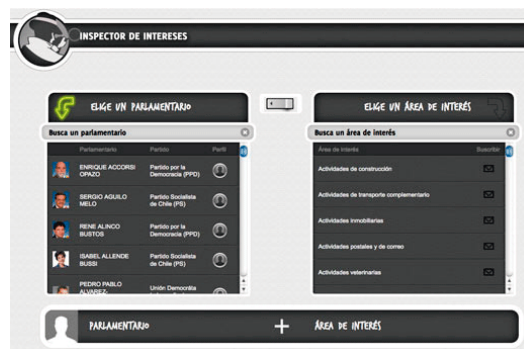
Since the end of 2011 we have advance in the concept with which we develop our technology, from a static development where all our web apps were very difficult to deploy in different context or countries, to an ongoing development, where the first product is a general solution and all the steps from there developed in ways to apply the same technology to different realities.

Our main technology developed where:

#### *Inspector de Intereses [Interest Inspector]*

This was an investigation to determine possible conflict of interests in congress. With open data we achieved to cross information of congressman and their votes during the last years. With this information we were able to determinate the votes submitted with a conflict of interest.

This information was displayed on a web app, where you could either select the congressman or the topic you wanted to review, and the conflicts by bill would be displayed immediately.

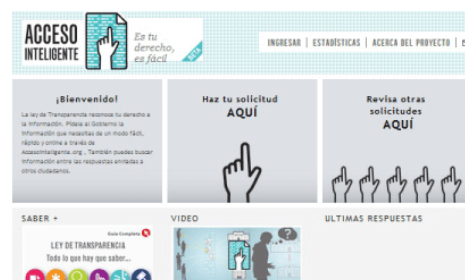


The result of this project was to publicly question the format in which congressman reported their interests, and the poorly accountability inside the parliament when a vote was submitted with a conflict. Also the investigation

appear on a TV Show Contacto (similar to 90 minutes in the US.) where the web app was used to gather information over four particular conflict of interest in the parliament.

### *Acceso Inteligente [Smart Access]*

This is a web application that allows citizens to request public information from any Chilean government agency, all from a single website, a “one-stop-shop”. Once an individual submits an information request (protected by FOIA regulation), Acceso Inteligente automatically connects with the online form of each public agency to which information requests are addressed. All answers to those requests are then published online as a searchable database, so that Citizens may consult relevant information within previous requests (and answers to them) before submitting a new request.



In 4 years the impact of this project was to reach over 2.779 request of public information to 537 public institutions.

### *Vota Inteligente [Vote Smart]*

The goal of this platform is to inform the civic society about the characteristics of each one of the candidates running in an election. Therefore inside the web you can find the general description, the political opinion regarding some main issues, you can compare your opinion to determinate the compatibility with a candidate,



compare two candidates, and write directly to them (your question and the answer will be public).

Up to date we have implemented this site 3 times in Chile, 2 in Argentina, 1 in Bolivia, Costa Rica, Paraguay, Venezuela. Internationally we have always be in charge of the technological implementation and the organizations in each country has been in charge of gathering the information and to publicize the platform in their media.

In Chile, in all three implementation of the web site we have reached more than 306,840 visit to the web page, and in 2012 we reached more than 2% of the votes, and nearly a 5% in the capital.

### *Del Dicho al Hecho [From Words to Action]*

Since March 2011 that we started to monitoring the level of compliance of the legislative agenda promised during the electionary campaign and during the yearly public address of the government administration. We calculated the percentage of fulfillment twice a year since 2011.

In March of 2014, when the administration of the government changed, we gave a press conference where 9 of the most prestigious press media attended. And our results were widely published on press reports, with over 27 appearances.

### *Congreso Abierto [Open Congress]*

Since 2010 that we monitor the activities in the congress, and from there on we have learned which contents are more required by civic society and organizations. Therefore in the summer of 2013 we decided to reformulate the PMO web site. This version is able to load information directly from the congress and display it on ways that the user can easily understand it. The profile of the congressman is detailed, you can register yourself and receive a notification every time a certain bill changes and you can contact directly the congressman. To achieve this result, a hand by hand work with the technological team in the congress was done.



As the technology behind this platform was with the principles of deployable technology we could implement a fellowship program where developers from Argentina, Paraguay and Guatemala came to implement this project to their local reality. At the end of three months of work the platforms in Argentina and Paraguay were released.

### *Quien te Financia [Who finance you?]*

Is a campaign that we released in 2012 for the elections to mayor. The goal was to achieve that the financing of campaigning and contributions were transparent, and the citizens could know before submitting their votes who is financing them.

During 2013, for the presidential elections, we made a public intervention to generate awareness and achieve a major impact with this idea. With our campaign several of the candidates disclosed the information and showed how much they were spending and where the funds came from. This issue became of public interest and was discussed all along the campaigns.



### *Advocacy Vizard*

This is a collaboration project between UNICEF and FCI, which will have a first stage of 6 months. The main idea is to develop a digital tool, which is part of a strategy methodology to map advocacy processes, relationship networks, and to record past experiences to gain expertise. This tool will be available for UNICEF country offices, NGO's and to civic society in general.



### *BUILDING OF AN INTERNATIONAL COMMUNITY*

Building a community of civic activists has been one of the main goals of Ciudadano Inteligente since our first steps. We understand that to achieve a significant change it is important to join efforts with others. We have always try to work in partnerships and collaborate in others causes by adding the value that Ciudadano Inteligente has been gaining through the work that we do daily.

Also the Latin American network is very important, as the region undergoes similar at the same time, so it is very easy to learn from others experience and to collaborate under the same objective. Since the end of 2011, we have joined more than 15 collaborative partnerships and more than 6 networks that tries to reach a common goal.

#### *Latin American Legislative Transparency Network*

Since 2010, when in a common effort with other 4 organizations from different countries (Argentina, Chile, Colombia, Mexico, Peru) we started a collaborative instance where the goal was to evaluate the transparency on parliaments and to learn from others experience.

In 2011 we prepared an index that aims to systematize and analyze relevant information on the legislative power and monitoring tasks performance from the perspective of transparency, and access to public information from a public perspective. The index is divided into four dimensions: i) Regulations; ii) Legislative Labor; iii) Financial and Administrative Management; and iv) Care and Citizen Participation. The goal is to have a comparative index in between the countries of the region.

In 2014 a second version of the index was prepared, but this time the network had 22 organizations in 10 countries of Latin America that promotes transparency of parliaments in the region. This index gave us a good comparative picture of how transparency is been achieved in the congresses of the region. The main results for 2014 were: Argentina, Colombia, Bolivia, Mexico and Venezuela under a 40% of success in this measurements; Chile, Peru and Uruguay over a 50% of success; Ecuador and Guatemala between 40% and 50% of success.

The main value of this network is the joint action that can be achieve by the organizations, the exchange of successful experience and the capacity of support the actions of other organization of other countries.



### *Consortio por la Transparencia [Council for Transparency]*

This is a national network that brings together the organizations that work in Chile to achieve transparency principles in the institution of the State.

The council is composed by 4 organizations in Chile, which monitor all the activities that are related to transparency and accountability issues. It is a joint effort to make a counterpart of the civic society in order to ensure the correct application of a transparency culture.



### *DAL [Developing Latin America]*

After 4 consecutive years of implementing DAL all over the continent, the initiative has change in form and organization since its foundation. From being an initiative driven and supported by FCI (and their financiers - Omidyar between them) to an organization supported by a council of organizations who are responsible of making DAL sustainable in time.



DAL had an impressive growth during the last 4 years. Now it's composed by more than 18 organizations in 15 countries, in comparison of the beginnings where it was composed by 7 members in 6 countries.

During this period DAL has changed from a hackathon to an event that takes more than 6 months, where coders from all over the Latin America community participates on creating apps based on open data, and after that, for the winners there is the possibility of an incubation where they can take their apps into an usable reality. Now it's not just about ideas, it is about implementing them.





## AbreLatAm

It's a conference that was born from DAL organizations, with the goal of discussing open data, transparency and accountability with Latin America's policy makers, opinion leaders, civic society and governments. All this discussion is based on a Latin America reality, as it is very different from other regions.

Up to date we have had two event already, one in Uruguay 2013(hosted by DATA), and one in Mexico 2014 (hosted by SocialTIC). Next event will be made in Chile 2015 (hosted by Ciudadano Inteligente).

## Poplus

It is an open federation of people and organizations from many different countries. Our joint mission is to share knowledge and technology that can help us to help citizens.

Poplus' founding principle is that collaborative civic coding can help save time and expense for people and organizations everywhere. And that sharing stories and lessons will help us all to be as effective as possible.

Civic websites often need the same basic functionalities, no matter what kind of legislature or form of government they operate within. At Poplus we have been trying to build technologies that can save us all time and money by re-using each other's work.

We call the resulting software Poplus Components. They are open source and are available for anyone to use for free.

During 2014 a conference was hosted in Chile in order to connect more deeply the civic coder's community, so more than 80 developers of over 27 countries gathered to discuss how this technology could be better developed and to increase the impact of the common effort.



### *Populosaurio*

This is a local community composed by more than 22 members of the civic society, that come together with the only purpose to be committed to diversity, the common good, and better democracy.

This community enlarge a much wider spectrum of organizations, from discrimination rights, fight against poverty to right over the environment. But all organizations must be compromised with the idea of a better democracy and common good.

The goal is to leverage organizations by coming together and support each other in the agendas, and in case that there is a common agenda the possibilities of collaborating and obtaining better results growth enormously.



## GOALS COMPLIANCE

Regarding to the goals committed by Ciudadano Inteligente during this three years of partnership, they have been always aligned to the strategy changes of the organization and always aiming to the main goals of Ciudadano Inteligente: Community, Transparency, Accountability, Civic Tech.

### 2011-2012

The goals of 2011-2012 aimed to the growth of FCI and to the development of an international community.

Category	Goal	By end of Year One	Nov - Oct
Reach	Number of web site visits (on average 12,000 per month)	144.000	128.986
Reach	Number of press reports mentioning Grantee	40	170
Reach	Twitter followers	15.000	29.208
Engagement	Number of events developed with other NGOs	3	10
Engagement	Number of Grantee technology projects implemented outside Chile	4	2 - 5

### 2012-2013

The 2012-2013 goals had the objectives of reflect the change of strategy that occurred in 2012, in order to open our community and work to Latin America.

Category	Goal	Goal	Nov - Sep	Observatinos
Reach	Press Reports Mentioning FCI	100	168	Monthly Register of FCI Press Report
Reach	Number of FOI Request made through Acceso Inteligente	1.000	1.173	Number of FOI in Acceso Inteligente Data Base
Engagement	Implementation of Plataforms/Modules developed by FCI in LatAm outside Chile	2	6	Candideit.org (3) / Popit (2) / Writeit (1)
Engagement	Paid deployments of Criik	2	0 (4)	We achieved three paid deployments of VotaInteligente (Venezuela, Costa Rica and Argentina) and one deploy of the DAL Web Page.
Policy	Reports exposing possible conflicts of interest in legislative votes using Inspector of Interest	2	2	TV Show Contacto (similar to 90 minutes in the US.) / VotaInteligete Primarias / Campaign Quientefinancia.cl ("who funds you?")

## 2013-2014

The 2013-2014 goals aimed to reinforce the vocation of FCI to reinforce the civic actions in Latin America.

Category	Goal Description	Goal	Nov-Sep	Observations
Reach	Number of press reports mentioning FCI	120	216	Monthly Registration of <a href="#">FCI Press Report</a>
Reach	Number of countries with deploys of FCI projects	4	4 (5)	1 Argentina - <a href="http://monitor.congresoactivo.org">monitor.congresoactivo.org</a> 2 Paraguay - <a href="http://parlamentoabierto.org.py">parlamentoabierto.org.py</a> 3 Marrocco - <a href="http://nouabook.ma">nouabook.ma</a> 4 Bolivia - <a href="http://votoinformadobolivia.org">votoinformadobolivia.org</a> (5) Chile - <a href="http://congresoabierto.cl">congresoabierto.cl</a> / <a href="http://bellavistaenaccion.cl">bellavistaenaccion.cl</a>
Engagement	Number of paid deploys of FCI projects	4	4 (7)	1 Ciudadaviva - <a href="http://bellavistaenaccion.cl">bellavistaenaccion.cl</a> 2 Voto Informado Bolivia - <a href="http://votoinformadobolivia.org">votoinformadobolivia.org</a> 3 (5-6-7) UNICEF Power Map (Under Development - Country development in Burundi, Afghanistan, Spain and Chile) 4 Development of the Web Page of the Latin America Network of Legislative Transparency - <a href="http://indice2014.transparenciale legislativa.org">indice2014.transparenciale legislativa.org</a>



## FINANCIAL REPORT 2012-2014

INCOMES				
Item	2012	2013	2014	Total
Found Remaining '11	\$ 189.408	\$ 0	\$ 0	\$ 189.408
Omidyar	\$ 324.426	\$ 184.776	\$ 0	\$ 509.202
Google	\$ 0	\$ 361.824	\$ 302.576	\$ 664.400
OSF	\$ 129.838	\$ 195.192	\$ 0	\$ 325.030
Mozilla	\$ 6.912	\$ 39.716	\$ 6.764	\$ 53.393
Other Small supports	\$ 9.947	\$ 47.690	\$ 35.534	\$ 93.171
<b>Total</b>	<b>\$ 660.532</b>	<b>\$ 829.197</b>	<b>\$ 344.874</b>	<b>\$ 1.834.603</b>

EXPENSES				
Item	2012	2013	2014	Total
Human Resources	\$ 469.976	\$ 445.713	\$ 333.891	\$ 1.249.580
DAL	\$ 67.453	\$ 19.674	\$ 19.908	\$ 107.035
Marketing	\$ 8.382	\$ 2.261	\$ 21.257	\$ 31.901
Other long term Assets	\$ 5.007	\$ 2.127	\$ 0	\$ 7.134
Representation Expenses	\$ 22.292	\$ 6.419	\$ 51.903	\$ 80.614
Administration	\$ 65.280	\$ 102.333	\$ 40.128	\$ 207.741
Accounts Payable '11	\$ 38.654	\$ 8.620	\$ 502	\$ 47.776
Other Projects	\$ -	\$ -	\$ 71.705	\$ 71.705
<b>Total</b>	<b>\$ 677.044</b>	<b>\$ 587.148</b>	<b>\$ 539.295</b>	<b>\$ 1.803.487</b>

<b>Yearly Balance</b>	<b>\$ 16.512</b>	<b>\$ 242.049</b>	<b>\$ 194.420</b>	<b>\$ 31.117</b>
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## NEXT CHALLENGES

We have gone a long way since 2011, from a small organization we have grown to be present in Latin-America, to have built strong networks around the region as in the country, to have a solid way of developing civic tech, to better understand ways of working in community and to prioritize the project and actions that are closer to our mission and change theory.

We have built a model of working that is based on three pillars: 1) Build a strong community that believes and works for the same values as ours, 2) develop technology in a way that helps civic society, 3) a strong advocacy strategy. This model has been successfully implemented in Chile during the last years, given the organization a much bigger capacity to work towards a more transparent, accountable, open country.

In Latin America we have tried to implement part of this model, as we started by building an international community that worked on the same problems than FCI, and after that we gave them the technological support to leverage their project and actions. This was used in Argentina, Bolivia, Costa Rica, Guatemala, Paraguay and Venezuela, with different organizations in each country. We obtained good results with this first implementation, but we believe that there are better ways that these partnerships get the best of it.

So our next challenge in Latin America is to work with organizations and to collaborate in the three pillars of our model. First by recognizing and identifying strong networks with organizations with good ideas on relevant issues, but that lack the resources to implement them; Second by building an advocacy strategy that can be realized in a defined time frame; Third by participating on the development of the project, and by giving the support required.

In Chile we expect to continue with the advocacy projects that we have been implementing. It is important to continue monitoring the government's and congress, strengthening transparency principles, heighten the accountability levels, encouraging the state institutions to create a more robust open data culture. We expect to continue the cyclical projects that point in this direction and to continue innovating in new ways of involving civic society in the achievement of these values.

