OPEN SOCIETY FOUNDATIONS (OSF)
Latin America Program

GENERAL SUPPORT PROPOSAL

Note: Proposals must provide <u>all</u> information requested below, <u>including annexes</u>, to be considered for approval. Please contact LAP with any questions. **Please do not submit as a PDF document.**

I.	BASIC INFORMATION	
Basic Proposal Information		
Legal name of implementing organization:	Fundación CIudadano Inteligente	
Legal name of the organization that will administer funds, *if different from above*:		
Proposal title:	Social Change Model to detonate Participation Processes	
Start date:	Dec 2014	
End date:	Nov 2015	
Total amount requested of OSF/LAP:	Usd 250.000	
Total organizational budget for this year[1]:	Usd 681.220 (2015)	
1-2 sentence summary of the purpose of the grant:		
Detonate citizen participation processes that are more efficient in achieving social changes on transparency, monitoring, advocacy and accountability on democracy structures, based on methodologies that engage a clear advocacy strategy, that benefit from technology and a collective effort.		
Basic Contact Information		
Legal representative *(individual authorized to sign the grant letter)*:	Name: Rodrigo Mobarec Hasbun	
	Title: Board President	
	Email:rmobarec@ciudadanointeligente.org	
Executive Director:	Name: Pablo Collada Chavez	
	Email: pcollada@ciudadanointeligente.org	
Person responsible for this proposal:	Name: Nicolas Cristi Valenzuela	
	Title: Finance and Administration Director	
	Email:ncristi@ciudadanointeligente.org	
Fiscal Agent's authorized signatory *(if funds are administered by a fiscal agent)*:	Name:	
	Title:	
	Email:	
Organization contact information:	Street Address: Holanda 895, Providencia	
	City: Santiago	
	State: RM	
	Zip Code (US Applicants Only):	
	Country: Chile	
	Telephone and extension: +56224192770	
	Website: www.ciudadanointeligente.org	
	Facebook page, Twitter account, other online presence: Twitter: https://en.twitter.com/ciudadanoi Facebook: http://www.facebook.com/ciudadanointeligente	

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[1] This refers to the total annual budget of the organization (the legal entity administering the funds), including all projects the organization is implementing.

	Additional Required Annexes *(please mark once included)*
☒	List of principal staff assigned to the project, including names, job descriptions and experience or qualifications.
☐	If the organization has a document that describes its strategic plan, please include. (Not required, but useful)
☐	***If this proposal continues work supported by a previous OSF grant***, please complete the "Progress Report" Annex with reference to the previous grant.

II.   FINANCIAL INFORMATION

Total organizational budget

*Please provide a figure in **US Dollars** that represents the total annual budget of the organization, including all projects the organization is implementing. If the organization is a department, unit or project of a university, please describe the funding sources for the department, unit or project rather than for the entire university.*

Last calendar year (US $)		This calendar year (US $)		Next calendar year (US $)	
Amount:	*Year:*	*Amount:*	*Year:*	*Amount:*	*Year:*
$ 660.000	**2013**	**$ 710.000**	**2014**	**$ 681.220**	**2015**

Organizational funding sources
Please provide all sources of funding including OSF funding and current proposal.

Name of donor or other source of funding, *i.e. service contracts, etc.*	**Name of Project or Area Funded**	**Amount (US $)**	**Start Date** (mm/dd/yyyy)	**End date** (mm/dd/yyyy)	**Status:** • committed • requested • not yet requested
MySociety (Google.org)	**Polpus**	**$ 774.075**	**04/01/2013**	**03/31/2015**	**C**
MySociety (Hewlett)	**Research in the Digital Citizen Empowerment Sector**	**$ 270.000**	**10/01/2014**	**09/30/2016**	**C**
Omidyar Network	**General Support**	**$ 500.000**	**11/01/2011**	**10/31/2014**	**C**
Avina	**LatAm Technology Deploy**	**$ 100.000**	**10/01/2014**	**04/30/2015**	**R**
Hivos	**LatAm Technology Deploy**	**$ 70.000**	**10/01/2014**	**04/30/2015**	**R**
OSF	**Social Change Model to detonate Participation Processes**	**$ 500.000**	**12/01/2014**	**11/30/2016**	**R**
UNICEF	**Advocacy Vizard**	**$ 60.000**	**08/01/2014**	**01/30/2015**	**C**
ON	**General Support**	**$ 500.000**	**11/01/2014**	**10/31/2017**	**NYR**
Embassy's in Chile	**Populosaurio Project**	**$ 50.000**	**08/01/2014**	**08/30/2014**	**R**

<table>
<tr><td colspan="4">Open Society Foundations funding
Any funding received from programs of the Open Society Foundations including the Latin America Program, and including the current proposal.</td></tr>
<tr><td>OSF Program</td><td>Funding
Requested or Committed</td><td>Amount
this year (US $)</td><td>Amount
next year (US $)</td></tr>
<tr><td>Latin America Program</td><td>$ 250.000</td><td>$ 0</td><td>$ 250.000</td></tr>
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<tr><td colspan="2" align="right">Total</td><td>$ 0</td><td>$ 250.000</td></tr>
<tr><td colspan="2" align="right">Percentage of total budget provided by OSF funding</td><td>0 %</td><td>37 %</td></tr>
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III.   GRANT INFORMATION   *(Please limit this section to <u>10 pages</u>, not including annexes.)*

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1.   Organizational strategy

a. **Context:** Briefly describe the current context, including challenges and opportunities the organization sees for the issues it works on.

<u>*Context.*</u>

Fundacion Ciudadano Inteligente celebrated its 5th year in 2014 with a transition in leadership, strengthening of board governance, and refinement of strategic focus. The organization has always sought to balance a culture of innovative experimentation while maintaining rigor in its pursuit and evaluation of impact. This proposal summarizes the lessons we have learned during the first five years of operation and proposes a path forward to increase democratic participation in Latin America with a focus on scale, collaboration, and measurable impact.

As this transition process has had its own rhythm, the organization keeps an intense level of activity in terms of the development of new tools and the deployment of some of its previous products.

Currently, FCI's strategy operates at three distinct layers:

1) FCI as a regional Hub.
- Network Leadership.
    - The Developing Latin America community reaches its 3rd year growing to a total of 15 countries.
    - The Latin American Legislative Network presents its index this September.
    - AbreLatam, a regional un-conference event for open government will now be held in Mexico in its second version, after the 2013 version in Uruguay which was funded by an OSF grant.

- CSO's Strengthening.
    - Definition, implementation and communications support for several CSOs, with the aim of strengthening their local impact through the means of better civic engagement tools and processes.
    - The implementation of an FCI-Fellowship program, with the participation of three countries (Argentina, Guatemala and Paraguay), two of which deployed Congreso Abierto (a PMO site) in Argentina and Paraguay respectively. These platforms were built from the basis of Poplus components).

2) FCI's local agenda.
- Continuous advocacy.
    - Promoting the approval of the Lobby Law (approved in January 2014), and having a proactive role in the determination of its ruling content (issued on August 2014)
    - Chile OGP Action Plan
    - Active involvement in the definition and creation of the Chilean councils for citizen participation (led by the National Government).
    - Publishing for the 4th consecutive year, and its 9th edition, 'Del Dicho al Hecho', a research and web page conducted by FCI for the purpose of monitoring the legislative policy fulfillment of the government.
    - Leadership in the 2nd year of Populosaurio, a local network of National CSOs that aims to promote a greater civic engagement through the creation of an annual summit of social causes and non for profit organizations. This year the CSOs co-organizing the event grew from 12 to 26 organizations.
    - Creation of data visualization tools that clarify and simplify the most relevant discussions in the current political agenda, such as the Educational Reform.

3) FCI as a web development Lab.
- Leadership in an international development community.
    - This year was the launch of POPLUS, an open federation of people and organizations from many different countries with the joint mission 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.
- Continuous agile experimentations.
    - One of FCI´s priorities is to keep its innovation in civic technology up to date with the challenges of the XXI century democracies. Thus, it maintains an internal open space that embraces the experimentation of new tools.

The following table illustrates our current context in terms of the countries and organizations with whom FCI is working in Latin America.

Country	Organization	Project	Stage	Strategic Goal
Bolivia	Bolivia Transparente & Redes	Election Monitoring Platform	Launch	Sustainability of FCI.
Argentina	Congreso Interactivo	Parliamentary Monitoring Platform	The development is concluded, and the launching is being prepared	Strengthening of a Latam community.
Paraguay	TEDIC	Parliamentary Monitoring Platform	The development is concluded, and the launching is being prepared	Strengthening of a Latam community.
Costa Rica		Local deploy of FCI	Context Diagnosis	Strengthening of a Latam community.
Venezuela	Transparencia Venezuela	Municipal Accountability Platform	Definition of the project.	Sustainability of FCI.

Challenges and Opportunities.

The three layer strategy highlighted above, reveals the commitment that Ciudadano Inteligente has with Latin American, and the civic organizations that promote transparency and open government within the region. Following this commitment, and acknowledging FCI's past experience, we understand there is huge opportunity to go in depth not only in these countries and organizations but in many more. There is a definite need to build better structures and tools for local CSOs and governments and there are no organizations that have FCI´s background and experience.

As it has been said, one of the great challenges for FCI is to be able to integrate its added value experience and assume its role as a leader in the region with skills that go further than the development of technological tools.

b. **Analysis and strategy:** What is the organization's analysis of the pathways through which change will come about in the areas in which it works? *Note: We are seeking to understand the logic underlying the organization's strategies and approach.*

In the analysis that FCI has done in terms of the state of the art in Latin America, and thus the organization´s role in the transformation of that context points out three points:

1) There are **problems that FCI has identified** as the key challenges to work on.
- A weak participation and representation ecosystem that determines the poor governance systems of most Latin American countries.
- Insufficient government channels for participation processes.
- A Civil Society sector with low institutional structures that derives in a mostly reactive culture with a lack of capacity to address medium term needs and set a long term agenda.
- In second place, the relationship between money and politics is one of the most delicate issues in the region. Weak transparency regulations (including FOIA, archive regulations, national security laws, and personal data protection), and constant corruption practices have also led to a generalized mistrust crisis.

2) The **vision that FCI has for Latin America** includes:
- The consolidation of a strong CSO sector that has clear goals, reliable tools and institutional stability that assure the quality and consistency of the processes it engages with.
- The definition and implementation of regulations that promote transparency across different levels, including; access to information laws, open data, transparent political finance, accountability and citizen participation throughout the policy process.

3) The **role of FCI and its allies** in the achievement of that vision.
One of the main acknowledgements that the organization has gathered in its 5 years of work is the importance of designing integrated strategies. That is, the recognition that technology does not solve anything by itself, and that to succeed, a project must at least include:
  a) Clarity on the policy problem aimed to be solved. For it, in FCI we have a Research and Advocacy team that defines the indicators, stakeholders, and methodologies in which the projects should be conceived and implemented.
  b) Leadership to involve others. In FCI we have a Community and Communications team that specifies the type of interaction we should have with different stakeholders, and the communities that we want to generate or strengthen in each case in order to achieve the goals and assure the sustainability of the projects.
  c) Capacity to develop tools that promote causes, reach audiences and have clear engagement strategies. That is where FCI´s LatamLab integrates a design and development team that generates (mostly) technological products that lever up

the work of the two previous teams, by adding the impact that technology can achieve.

With the sprawl in the region of organizations and governments trying to integrate technology into their processes, in FCI we see both a great opportunity and a great danger. On the one hand, we acknowledge that technology can work as a great facilitator for the improvement of processes, services and relationships. But on the other hand, we have experienced several situations in which there is a good intention to use technological tools, but there is little clarity on the way they must be implemented and the role they play in a larger process having poor and expensive results.

In those terms, the role that FCI aims to play in the achievement of the previously stated vision is the one of being a supporter and facilitator of local organizations, governments and processes. This support and facilitation shall look like strong relationships amongst organizations in the region being able to share tools and experiences, and government entities and services that have participatory governance elements as key factors for their operation.

c. **Specific objectives:** What results does the organization expect to achieve during this period? *Please be specific and list the proposed objectives.*

The main objective is to detonate citizen participation processes that are more efficient in achieving social changes on transparency, monitoring, advocacy and accountability on democracy structures, based on methodologies that engage a clear advocacy strategy, that benefit from technology and a collective effort. In order to achieve this general objective, we have three specific objectives, all which are described below:

1. **To define a Social Change Model:**

Objective: Generate a flexible model that responds to different contexts and needs with the aim of strengthening Civil Society Organizations in Latin America.

The past projects of FCI have gathered a great amount of experiences, most of which the organization has evaluated not only through internal processes but also through the elaboration of external case studies. Specially during the last two years, FCI has experimented with different approaches to generate impact in Latin America locations: either through the participation on regional groups that are focused on advocacy (i.e. Latin America Transparency Network) but don't integrate technology and local collective effort in their attempt to impact, or through the deployment of our technology without integrating additional FCI skills in the process (i.e. vota inteligente, congreso abierto), and therefore depending on the local CSO capabilities.

Our main acknowledgement was that all those experiences must be put into one social change model that can clarify through examples, theories, tools and mechanisms in which a concern can become a cause; a cause can become a community, and a community can become a sustained and institutional transformation.

Expected result: A toolkit that incorporates FCI´s comprehensive model for specific social change.

2. To consolidate a Latin American Civic Engagement & Tech Community:

Objective: Generate a community of CSO's that implements the Social Change Model in their own advocacy issues, generating more impact in their local agendas.

There are dozens of initiatives in Latin America dedicated to promote stronger civic engagement in their communities, through very diverse issues: environmental issues, educational, economic, etc. Most of this organizations doesn't have developed a strong advocacy model, and therefore their capacity to influence in local policies is still very low. Additionally, the capacity of this organizations to engage people to actively participate in formal or informal civic causes is limited. Apart from political parties and unions, there are few organizations that actually have enough social capital to impact in their systems.

The aim of FCI is not only to support the strategies and civic engagement plans of organizations that are already conformed, but also to promote ecosystems that are more sensitive, active and dynamic in terms of participation.

Expected result:

- Integrated strategies for social change in one country.
- Implementation of FCI's Social Change Model in at least 2 organizations.
- The expected impact would be measured in terms of better AoI practices, stronger citizen monitoring systems, and a higher participation rate particularly amongst the young audiences.

3. To operationalize a Sustainability Model:

Objective: Consolidate a more inclusive Sustainability Model, which allows FCI to generate an independent operational budget and still generate models of social change.

After 5 years of deploying several projects, FCI understands the importance of having a diversified income system that would not only ensure a more independent operational budget for the organization, but that it would also promote more mutual investment relationships between FCI and its allies. Through the last two years FCI has aimed to engage in a Sustainability Model by trying to deploy its web applications in different countries, and offering the services of a technological partner. This strategy has given us the experience of working with different customers with different realities, and as a result a small part of the budget comes from paid deployments.

A different approach was made in a recent relationship with UNICEF, as we became the technological partner in the development of an advocacy strategy planner. This approach had a more significant impact on the organizational budget, and at the moment has proven to be a valid approach to clearer Sustainability Model.

Expected result:

- A well defined business model, which includes the possibility to generate incomes for advocacy and technological development.
- Reach a 15% of the self-generated resources for the organization in 2015.

d. **Key activities:** Describe the key activities the organization plans to carry out. Please note any expected collaborations with other organizations, and include a timeline of anticipated activities.

Key Activities Objective 1: *to generate a flexible model that responds to different contexts and needs with the aim of strengthening Civil Society Organizations in Latin America.*
- Workshops and evaluation activities to resume and consolidate an:
  - **Advocacy and Research** model.
  - **Communication and Community** model.
  - **Design and Development** model.
- Testings on the use of the mentioned models.
- Integration and testing of the three parts of the model. (For it, we have thought about the possibility of working in San Jose de Costa Rica, with a group of people that have stated the interest of applying the principles of FCI in their context)
- Creation of a facilitator manual for the adequate implementation of the model.
- Elaboration of internal workshops for the FCI team to generate facilitators on the implementation of the model.
- Evaluation of the implementation of the model, and adapting it according to results.

Key Activities Objective 2: *To support the strategies and civic engagement plans of organizations that are already conformed, but also to promote ecosystems that are more sensitive, active and dynamic in terms of participation.*
- Identification of one strategic cities in the region, defined by a set of criteria that considers the status of its social and political issues, the matureness of its civil society, the participation processes, amongst others. (With a lecture of the current political times, and the ones in the near future, we have thought about the possibility of working in La Paz Bolivia, Asunción, Paraguay and a Central American city yet to be defined, maybe Tegucigalpa in Honduras).
- Elaboration of an advocacy power map.
- Establishment of relationships and joint agendas for the most important actors, particularly the ones related to universities, media, CSO's and congress.
- Generation of a local narrative that stresses the importance of civic engagement for the definition of the most important social issues.
- Workshops with CSO's based on FCI´s model, for the definition of a solid plan.
- Follow up of the implementation of the plans with the partner organizations.
- Support and assistance in the elaboration of campaigns and technological tools for the local causes.
- Periodic evaluation of the implementation of the plans.

Key Activities Objective 3: *to define and implement an increasing self-sustainable model for the next two years.*

- Adjustment of the legal status of the organization in order to have a more social enterprise kind of entity.
- Development of a Business Model based on the revision of previous attempts.
- Creation of a business unit within the organization.
- Development of promotional material such as brochures, videos and catalogues linked to the different areas of expertise within FCI.
- Definition of a business strategy that incorporates the active search of clients either in civil society organizations, governments or international development agencies.

Timeline for the Key Activities:

Objective	Activity	Q1	Q2	Q3	Q4
Definition of FCI Model	Workshop and Evaluation of FCI separated Model's	■			
	Testing on the use of each model	■			
	Integration and testing of the Complete Model		■		
	Creation of Facilitator Manual		■		
	Internal Workshop for the FCI to generate facilitators		■		
Implementation of FCI Model	Identification of the first strategic cities in the region			■	
	Elaboration of an advocacy power map for the first city			■	
	Implementation of FCI Model country 1.			■	■
	Evaluation and Adaptation of the Model				■
Business Plan	Business Plan Definition	■	■		
	Business Plan Implementation		■	■	■

e. **Monitoring:** What type of monitoring will be implemented and what information will the organization gather and analyze in order to gauge whether the work of the organization is moving in the right direction?

For an assertive monitoring method, FCI expects that the organizations that adopt its Social Change Model will define correctly what their success indicators are. In those terms, the effectiveness of FCI shall be evaluated by the effectiveness of its model when put to action by third-parties, and assessed by FCI. Those indicators should address concrete measurable results that FCI would be co-responsible for. It is important that the scope of the activities –particularly for the newer or less experienced organizations- should be ambitious but achievable.

In those terms, the type of monitoring that FCI expects to have is the one of a closely involved organization that not only assisted the definition of the plans and milestones, but that is also present in the process of its search.

2.	Rationale

a. Why is this work important and strategic?

Latin American democracies are facing a representation crisis. With a few exceptions, the countries in Latin America renewed their democratic vows only very few decades ago after dark periods of harsh dictatorships. For a period of time when this period came to an end, the political parties presented themselves as the alternatives where people could participate in the creation of a system that would finally build on the public wellbeing dream and that it would be a system with the capacity to listen to diverse groups with diverse demands that called for a fairer world.

Unfortunately, in most of the cases the political parties became power holdings with very scarce responses to the needs of one of the most unequal regions in the world. There was an unfulfilled promise of what those democracies presented.

Now, there is a growing need of alternative representation models. Civil Society Organizations have become more relevant adding up to several other types of organizations such as student federations, unions, etc. But CSOs are still small, with few human and financial resources, and with the challenge of being a counterpart to powerful public or private institutions. The inequalities present very unfair dialogues that derive in very weak advocacy, civic engagement, communication and thus, impactful processes.

On the other hand, these days the formal and institutional representatives have a need to open participatory processes. The trust crisis needs urgent validation schemes that incorporate the feelings and needs of "the people". In order to build a fairer playground in which the public arena is defined by stronger and more balanced relationships between Governments and Civil Society Organizations, for which they all need better tools, skills and theories of change that aim for a joint vision of public wellbeing.

b. What prior experience does the organization have in working on the issues relevant to this proposal? What accomplishments has the organization had and what contributions has it made in the proposed area of work? How have current strategies been informed by previous outcomes, or by the organization's learning and analysis from prior experience?

When it comes to the Chilean context in particular, FCI has had several important experiences that link directly to the content of this proposal. One of them is the recent approval of the Lobby Law, a long time postponed project that had been kicked off in congress in several occasions. In order to achieve the expected approval, FCI integrated a strategy that defined clearly what the expected result was, which were the indicators that would define its success, and when was the ideal time to do it. Afterwards, a collective effort was amassed with the integration of a group of relevant organizations that had clarity on what the objective was, what was required of them and what tools they had to engage. Lastly, a set of communication and digital tools were designed to invite either organizations or individuals to engage and act with the same objective. Due to the alignment of all the efforts and the consistency of the campaigns, the aim was achieved. This is an example of the integrated efforts that FCI has been able to design in order to have successful advocacy processes.

3.	Capacity

Comment on the capacity of the organization to carry out this work (qualifications of leaders or staff members, track record of organization, relevance of prior experience, external recognition, etc.). Please note any particular organizational strengths or limitations relative to the proposed work.

The organization has a total staff of 13 persons that integrate a multidisciplinary team. On the one hand we have a research team composed by people with social science and law backgrounds. On the community and communication area we have people that come from history and journalism backgrounds. As for the Development Lab, it is integrated by designers and developers.
One of the particularities is that in comparison to other organizations in the sector, FCI has a very skillful and mature group with a low rotation rate that adds up to an average of 3 years being part of the FCI team.

4.	Risks

Identify any risks that could threaten the effectiveness of the proposed work, and how the organization plans to mitigate them.

One of the most critical risks that FCI has is the possibility of its work being seen as a temporary hype that will soon leave space for the next hype. In those terms it is essential for our mission of contributing to the strengthening of Latin American democracies to present our work not as the development of civic technology, but as the facilitation of processes that empower and consolidate communities with the skills and tools to build fairer societies. To achieve that, we need to shift from the narration of FCI being successful because of the tools it creates, to FCI being the supporter of the causes of the people that need changes to be achieved for power to be shared.

IV.   ANNUAL ORGANIZATIONAL BUDGET

Please fill out both sheets (budget summary and budget detail) on the Excel budget format provided.