OPEN SOCIETY FOUNDATIONS
Latin America Program

Project Funding Report Format

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I.	Basic Information

Grant and Contact Information	
Name of project	Ciudadano Inteligente in Latam
Grant number	OR2012-00705
Project start date	Nov '12
Project end date	Oct '13
Total approved grant amount	$ 135.000
Legal name of the organization submitting the report[1]	Fundación Ciudadano Inteligente
Type of report: (Interim or Final)	Final
Report due date	Nov 30, 2013
Report submission date	Nov 30, 2013
Person responsible for this grant:	Name: Felipe Heusser
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[1] The name of the organization as legally registered in your country. In some cases, the organization responsible for receiving and administering the funds may be different than the organization implementing the grant. For example, if a coalition effort is not legally registered, the funds may need to be administered by a member organization with legal registration.

II.	**Narrative Report:** 5-10 pages, not including any annexes.

1. Outcomes

a. Please restate the desired outcomes (or objectives) as presented in the original proposal.

Through this grant proposal, Ciudadano Inteligente expects to **move forward in its aim to expand towards a Latin American extent**. This implies challenges in broadly three levels (**organizational, administrative, financial)**, and specific desired outcomes for each of the projects included in this grant proposal.

At an **organizational level**, we expect to have an increasingly diverse team in terms of national origin. Ciudadano Inteligente is looking forward to include non-chilean Latam professionals within the executive team, and has already included 2 non-Chilean board members (out of 8), a number that will continue to expand over the following years. More importantly, the impact of a regional focus, implies the challenge to keep the organization aware of 'what happens' in Latin America, and which are the common issues of interest in which FCI should focus, 'which are the actors', and how the apps we develop and projects we pursue may have an impact beyond Chile. In short, this year Ciudadano Inteligente must have a change in its operative rationale (Latam focus) that we expect will impact how projects are planned, and implemented.

Also, at an organizational level, during this year FCI will include new positions of responsibility within the executive team that include a Latam Lab Director, and a Director for the Observatory for Open Government (not included in this grant proposal). Both positions will impact the dynamic of our organization, forcing the introduction of a new Latam agenda that we did not have in the past.

At an **administrative level**, we will have to manage a bigger team this year. To start working at a Latin American level also brings the challenge to have the proper project/administration systems in place to deal with new content, new actors, new reports, etc, that must feed-into the loop of project management that is already in place in Ciudadano Inteligente. In particular regarding to future partner organizations, it is crucial that we develop a clear outline of 'what does it mean to be a partner of Ciudadano Inteligente'; which are the criteria's and standards that must be discussed when agreeing to have local partners or chapters of Ciudadano Inteligente, which are the duties and reciprocal responsibilities.

At a **financial level**, we have the challenge to achieve stronger financial sustainability by adding new sources of donor funding, but mainly through the implementation of a self-income generating strategy that is absolutely critical for this year (as it will be pointed out later in this grant proposal). From an administrative point of view, the latter implies to plan time and resources to develop that strategy on a weekly basis, being aware that 'market' opportunities might also be available at a Latin American extent, with potential partners and clients outside of Chile.

Desired Outcomes at a project level:

1) Latam Lab:

During this period, we expect to move forward in the first steps of implementation for the Latam Lab project. This requires the successful appointing of a **Latam Lab Director** that fulfills the requirements highlighted in this grant proposal, and who will take the lead in moving the Lab forward, meaning:

●   To make sure the Lab develops strong partnerships with each CSO that agrees to become a member of the Lab (for 2013 we expect to have partners in Argentina, Chile, Mexico and Peru). The latter implies to agree on clearly outlined MOU's, that stress the commitment of the members to collaborate in the implementation of the civic hacker fellowship program, as well as to support in the short and mid term, the maintenance of the applications developed by Lab Fellows, which will serve each of the CSO partners, as outlined in this grant proposal.

●   We expect that the Lab Director will take an active role within the transparency and tech international communities, sharing findings and` recent innovations of the lab, but also making sure to bring new connections between the world of hackers and NGOs.

●   The Lab Director is expected to bring new sources of funding into the Lab.

●   The Lab Director should also play a significant role within Ciudadano Inteligente, to make sure the organization gets closer to the Latam region, bringing awareness to the FCI team of the most significant tech and social challenges the region faces to pursue transparency. The latter should be delivered through the weekly committee meeting in which the Lab Director will take part together with other staff directors within FCI, and through the formation program of the NGO (talks, seminars, and training sessions).

●   By appointing the Lab Director, Ciudadano Inteligente expects to advance in a more substantive planning of the Lab activities that go beyond the Fellowship program and the impact case studies, which are also supervised by the Latam Lab Director.

It will also be the Lab Director's responsibility to oversee the implementation of the **Impact Case Studies** on four of FCI's applications as pointed out in this grant proposal. From these impact case studies, Ciudadano Inteligente expects the following outcomes:

●   To empirically identify impact in four of the most representative apps developed by FCI, highlighting differences in each of the five studied dimensions; *technology, resources, usage, functionality* and *habitat*.

- To use this information as the basis to plan the development of a substantive Hacker Fellowship proposal to be submitted to OSF by March-April of 2013.

- To improve the overall planning strategy of Ciudadano Inteligente's new projects, as a result of learning from the impact assessments 'what worked' and 'what didn't'. Ciudadano Inteligente must be open to change, from the basis of what those empirical case studies will tell us.

- To use the impact case studies, as the basis for several blog posts and forum presentations to be shared within the Transparency and Tech communities, pointing out "the problem of impact", from the empirical experience of Ciudadano Inteligente.

2) Transparency Camp: Through the Transparency Camp-Latam, Ciudadano Inteligente expects to create a new Latin-American scenario to reflect, debate, learn, and innovate on Open Government. Though it is true that several conferences exist throughout the region, we expect that the Latam T-Camp will bring the opportunity to set-up the agenda on how Open Government should be addressed, with a fine tuning on local concerns, local networks, and local constraints, that are often missed when international forums take place within Latin America, or when other forums on E-gov, Technology, and Public sector Innovation take place; which do not fully unfold the issues that need to be addressed in an Open Government conference, nor do include all the actors (presenters and attendees) that normally interact within Open Government issues.

We also expect that by organizing T-Camp Latam through the un-conference method, we will be able to open the conversations towards new perspectives that are not normally addressed. A additional outcomes from T-Camp Latam, we expect an attendance of a minimum of 100 people, 80 of which should be representatives from non Chilean countries. As it will be pointed out in a later section of this grant proposal, we expect that attendees will positively evaluate this event both in terms of content as well as in terms of networking opportunities, specially regarding the connections between civic-hacker groups and civil society organizations, but also specially in regards to interactions between CSOs or businesses with Government officials, who may agree on diverse transparency and open data innovations.

The success of the Transparency Camp-Latam will be measured by the ability of the event to convene with a large (100) and diversified group of leaders (10 per country, of the #DAL group), and by the ability of the event to bring forward new debates, and ne innovations in which NGOs, hackers, business, academics, and government officials can be inter-connected (perception of attendees measured in post-conference surveys). T-Camp can be a great scenario to clearly highlight the problems and virtuosity of the transparency and open government agendas, pointing out which are the problems, possible solutions, and drafting plans through which transparency and collaboration can move forward. *It is important to point out that in Latam, groups of hackers, businesses, academics, NGOs, and government officials are clearly segmented. T-Camp Latam, will probably be one of the first bridging scenarios.

3) PMO Components Project: A more comprehensive outline of the PMO project and the outcomes we expect from its implementation is available in the annex of this grant proposal. Nevertheless, some of the most important desired outcomes are the following:

- We expect to deliver at least two new parliamentary monitoring websites, built with the PMO components system, by the first trimester of 2013 (Chile, Nigeria *in collaboration with My Society).

- We expect to deliver 3 components before September of 2013.

- We expect to consolidate our partnering relationship with My Society, and make sure to add 2 more partners before September of 2013.

- We expect to develop a substantive mechanism for open collaboration in the development of generic components that could serve pro-democracy apps that go far beyond parliamentary monitoring websites. The successful implementation of this grant proposal and the PMO project will be the first steps towards this bigger goal.

- We expect to prove to the international tech community, that a collaboration strategy through segmented component development, can be as strong (and easier) as the Linux system who proved collaboration on a common piece of code.

We expect to share updates on results and innovations with the wider transparency and tech communities, and invite them to participate once we complete a draft of the "collaboration pact" (explained in the MOU available in the annex to this grant proposal).

b. What outcomes or results did the organization see? [i.e. What changed in the context and environment that the organization sought to influence? What evidence has the organization seen of changes in the behavior, attitude or actions of key social actors? What evidence exists of changes in policies or practices?] Please provide concrete examples. How did the work of this project contribute, directly or indirectly, to these changes?

b.1 Organizational Level.

One important goal for the grant period was to increase the presence of Ciudadano Inteligente (FCI) beyond the Chilean context. This was achieved in several layers:

First, from a team point of view, FCI included 2 non-Chilean board members, to which other two non Chileans will be added in April of 2014. During this grant period, FCI also hired a Peruvian developer who served FCI for several months, but not being able to continue his work due to family reasons.

Second, from a network perspective, FCI increased its networks in Latin America to more than 20 organizations within the region. `Desarrollando América Latina' (#DAL), the civic-hacker Latam network founded by FCI, grew from 8 to 16 partners in 12 Latam countries. FCI also continued to co-direct the Latam Legislative Transparency Network (together with Directorio Legislativo – Argentina). In leading POPLUS.ORG (together with My Society), FCI also solidified network agreements with AVINA, and several Latam-based organizations that are using or planning to use Poplus web components. Also, FCI co-organized the first Abre-Latam event (Latam's version for the "transparency camp"), which gathered a group of 140 attendees from 25 countries. Finally, FCI also started its Fellowship program that includes a total of 4 Latam organizations (for the latter two projects, more detail is provided bellow).

Third, from a strategic management perspective, the Latin American focus of Ciudadano Inteligente meant several adjustments. Today, more than 70% of the organization's work flow is focused purely on Latam and international projects . This required very significant operational changes in the FCI team, and the follow-up of international projects. In sum, three were the most important measures adopted by FCI: 1) The Executive Director would spend more time in managing Latam projects, including more time available for travel in Latam countries (which meant trips to Brasil, Costa Rica, Peru, Argentina, Uruguay, and Mexico which is scheduled for February 2014) . 2) Launch a "Latam Lab" in replacement of the former FCI dev-team; which meant the hiring of new staff and a core focus of the Lab in developing software for the region, rather than Chile. The latter included new methodologies, and organizational design.

Another relevant organizational goal was to 'be aware' of what happens in Latam. This rather broad statement meant practical organizational implications:

First, a 'LATAM Committee' was created, which grouped all different directors of technology, research and the 'Developing Latin America Network' of FCI (DAL). This committee gathered

on a weekly basis to follow-up FCI's work in the Region, as well as to plan the implementation of FCI projects and initiatives in the Region. Furthermore, the purpose of this Committee was to group and coordinate the work that FCI already had in place in several countries, making sure to offer a more strategic intervention.

Second, and as pointed out earlier, 70% of FCI's workflow has a LATAM-focus, which is another indicator of how the organization has shifted its organizational focus towards a more regional approach.

Third, FCI had originally planned to organize a regional 'Open Government Observatory' with the purpose to document and share Open Government initiatives in Latin America, specially those intersecting with web technology. However, due to a matter of budget, but mainly because the purpose of the observatory was not clear, FCI decided to re-evaluate the initiative. What was clear to FCI was that we needed to contribute with research and documentation of our project interventions (including outcomes and outputs). This is why FCI conducted 2 impact measurement case studies during the past year, including social experiments to evaluate impact from the basis of analyzing groups of treatment (exposed to the effects of FCI intervention) and control (more detail is provided in a further section of this report). Following this ultimate line of research, FCI is currently preparing two significant research proposals to examine web technology impact in the 'accountability', and 'open congress'. These research initiatives are expected to be funded by the Hewlett Foundation and IDRC.

b.2 Administrative Level:

To manage a bigger team implies an important administrative challenge, not only from the perspective of human resources, but mainly from the perspective of project planning, management and evaluation. In this regard, FCI is happy to report a very significant improvement:

First, FCI has achieved a very significant expertise in 'agile methods' of planning and evaluation. This is useful not only for brief weekly planning meetings, but also for evaluating the implementation of long-term projects. Having noticed the benefits of 'agile methods' for web development, FCI sent several of its team-members to training sessions in agile methods, expecting to implement them at an administrative level, from which not only the developers, but all the rest of the FCI team may also benefit. Today, most meetings at FCI use agile methods, meaning also that all project planning sessions and evaluations are all documented.

Second, aligned with the implementation of agile methods as highlighted above, FCI introduced the use of 'TRELLO' to improve its project management. TRELLO is a software that manages tasks and responsibilities of team members on a monthly, weekly and daily basis. TRELLO produces statistical data to analyze the performance of teams and individuals, all which has been incredibly useful to improve FCI's overall performance.

Thirdly, taking into account the number of networks and organizations that FCI works with on a national and international basis, we developed different MOU agreements for different sorts of partnerships. These are all available on FCI's wikipage.

b.3 Financial Level:

To achieve a successful self-funding strategy for FCI continues to be a challenge. In pursuing this goal FCI has adopted several strategies over the past years, ranging from the offering of data catalog installations (eg: CKAN), to the offering of web technology services as a World Bank provider. None of these strategies has yet been successful. However, over the past year, FCI implemented a new strategy as a result of having revised our past strategies, and having discussed with our team and leaders in the field.

The strategy adopted this year consists in offering the deployment of the same applications we produce, to partners that are willing to pay for them. This is for example the case of our 'Votainteligente' platform. It was deployed in several instances for free, but in other occasions these deploys were charged to partners and funders that were willing to pay for it (as in Argentina, Venezuela, and Costa Rica). Over the past months we have continued to pursue this strategy, and have added more of our software to the offer (mainly from POPLUS components).

An important characteristic of this approach is that the software we traditionally build and deploy as part of our core social-responsibility is the same as the software we sell (all which continues to be open source). This means that there are no significant additional workflows for the team of developers at FCI, which may distract them from building the platforms we are socially committed to build. In other words, this new strategy is much more organic than the ones we have pursued in the past. It does not imply to build a "start-up company" on the sides of FCI, but to re-think the software we produce at our core, and sell it as a financially sustainable spin-off.

In the first stage of implementation of this new strategy, FCI has sold 20,000 $USD over the past 6 months. It continues to be a small amount compared to the cost of the organization for that same period of time (8%), but it is definitely a good starting point for a strategy that expects to raise at least a 33% of the total cost of the organization after the first 24 months of implementation.

c. How do the desired outcomes identified in the grant proposal compare with actual outcomes?

The most significant gaps between what was planned and what actually happened does not regard to any of the three layers highlighted above as organizational, administrative, and financial levels (with the exception of the changing strategy for self-funding that was pointed out earlier), but to the implementation of the projects committed in the grant proposal. Particularly in regards to two:

1) Delays in the Fellowship program:

Though Ciudadano Inteligente has strong networks in the Region, mainly due to our leadership in 'Desarrollando America Latina (DAL)' and our co-leadership of the 'Latin American Network of Legislative Transparency', we faced important difficulties in implementing the Latam Fellowships program (as committed in the grant proposal). At first we approached 3 organizations, one in Mexico, another in Guatemala and a third in Chile. Though these organizations were originally motivated to participate in the fellowship program, with the exception of the organization from Guatemala, they lost enthusiasm over the first months as a result of their own priorities (swamped into their own work). As a result of the latter we re-evaluated the program, and decided to re-launch it in association with the 'Latin American Network of Legislative Transparency', as a joint call for organizations willing to adopt web technology for the purpose of monitoring congress. After having published a call for fellows, and having shared it through our networks, unfortunately we did not receive candidates that matched our selection criteria. This was mainly because applicants for fellows did not have sufficient coding expertise to join the program (with the exception of one fellow selected from Paraguay). Again we had to re-open the call for fellows to fill the 2 places available (in addition to the Paraguayan Fellow). This time we were more proactive in organizing calls with the organizations within the 'Latin American Network of Legislative Transparency'. As a result of the latter, we now have selected our three fellows. The program will conclude in June of this year, which means a 6 months delay from what was originally scheduled.

2) Changes in the Selection of the Latam Lab Director:

According to plan, the Executive Director of Ciudadano Inteligente started to approach potential candidates for the post of Latam Lab Director. He held meetings with important leaders in the field from Argentina, Peru, Brasil, and Mexico. In spite of the original interest that some of these leaders had in the post, they later pointed out difficulties due to their existing responsibilities but also to the idea of having to move to Santiago.
In March of 2013 Felipe Heusser announced he would be stepping aside from the Executive Leadership of Ciudadano Inteligente in March of 2014. This is of course a very significant shift from the original plan. The definition of the new Executive Director would be crucial for the purpose of appointing the Latam Lab Director (a position that was planned as 'number two' in the line of Executive leadership) . The board of Ciudadano Inteligente had discussed that it would be desirable that the new Executive Director should be non-Chilean with the aim to signal its commitment as a Latam-based (and not Chilean-based) organization. In addition, it

was also pointed out that the characteristics of the New Executive Director were outside Ciudadano Inteligente, rather than within the staff.

All this led the Executive Leadership of FCI, in agreement with the board, to change the original plans for the appointment of the Latam Lab Director. The chore technical criteria's committed in the grant proposal were preserved, aiming to select a candidate that is fluent in English, with strong technical expertise, recognized leadership within the region, and the capacity to travel often. Taking into account all the above, Pedro Daire was finally appointed as FCI's Latam Lab Director in April of 2013.

Pedro had been the Director of the former Dev-team of FCI, had strong expertise in the field, great connections with local actors and organizations, and an active member of our networks in Latin America. Pedro is well known, and well respected in the Latin American scene, and had relevant experience in participating in English-speaking events such as Transparency Camp, the Open Knowledge Festival, and other events organized by Omidyar Network and the Hewlett Foundation.

In addition to the latter, the appointment of Pedro as the Lab Director, meant that a crucial role in the executive leadership of the organization was filled by someone from within the staff. This is very important in acknowledgment that the future Executive Director would not be appointed from within the staff. It is important because it means that internal expertise will remain within the executive leadership team, and it is also important because it is a signal to the staff that it is possible to grow a carrier within Ciudadano Inteligente, reaching top responsibilities within the organization.

After 10 months since Pedro's appointment, and only months away from appointing a new Executive Director, we are happy to confirm that we made the right choice. Ciudadano Inteligente has grown strongly in Latam during the past year, including the organization of one international event, the leadership of two important regional networks, and the deployment of Ciudadano Inteligente platforms in 6 Latam countries.

2. Activities and Strategy

Please describe the activities and strategy the organization used in implementing this grant. Note any significant differences between the original project plan and its implementation, and explain why decisions were made to modify the original plans.

Generally said, the aim of this grant was to strengthen the open government community in the region, and expand FCI projects towards other countries in Latin America. More specifically, in this grant Ciudadano Inteligente committed the implementation of four important projects: LATAM LAB, TRANSPARENCY CAMP, the PMO Components, and the IMPACT CASE STUDIES (together with the fellowship program explained above), all which are reported in this section.

1) LATAM LAB:

As pointed out in the first section of this report, the Latam Lab was successfully launched this year. It meant the recruitment of new staff members, as well as changes in the organization and administration of what used to be the former Ciudadano Inteligente 'Dev-Team'. The former team had a local focus on the needs and web solutions for Chile, which later may be deployed to other contexts. On the contrary, the Latam Lab starts from a regional focus, aiming to identify projects and web tools that may address the needs of several Latin American countries. This shift was definitely not only theoretical, it meant several concrete organizational and administrative challenges, some of which have been described in the first section of this report. The team itself changed, we fused the design and dev-teams, we organized a weekly Latam committee where the leaders of other teams of Ciudadano Inteligente joined, and we changed the way we produce software. Today, most web applications of Ciudadano Inteligente are built generically as concrete and stand-alone web components (as part of poplus.org), which strongly facilitates deployability of these tools.

The success of the Latam Lab project can me measured by the fact of having produced 2 original web components (Bill-it and Write-it), and 4 application deployments of Vota Inteligente (using our components) in Argentina, Chile, Paraguay and Venezuela. Recently we have been also supporting deployment's of our Vota Inteligente tool in Costa Rica and Morocco. Furthermore, the Lab has been continuously iterating with the most important open government networks in the region, including 'Desarrollando America Latina', the Open Government Partnership' and the 'Latam Network for Legislative Transparency'. And has developed an agreement of collaboration with AVINA, to support the implementation of web technology in Latin America (for the projects funded by the Omidyar Network and AVINA funds). The lab has also been represented in several national, regional and international events, conferences and webinars.

Finally, the Lab also re-organized its code publishing scheme using Github. Now, all Ciudadano Inteligente projects produced by the Lab are properly published on github, in a cleaner and more organized way, with the expectation to serve a broader community interested in the code produced by Ciudadano Inteligente. This is a valuable and open resource, available for anyone to use.

2) TRANSPARENCY CAMP/ABRELATAM

The first ever Latin American Open Data un-conference, AbreLatam took place on the 24th and 25th of June in Montevideo, Uruguay, as a satellite event complementing the Regional Conference of Open Data for Latin American and the Caribbean organized by the Word Bank. We successfully brought together representatives from different sectors of civil society across the region to share their experiences, strategies, and challenges with their work in the Open Data space, including open government, transparency, citizen participation and engagement, social innovation, and expanding civic freedoms.

In terms of attendees, we were expecting (and only had the infrastructure to accept) 60 attendees. Nevertheless, the reaction to the event was so positive and overwhelming, that we

ended up with a gran total of 86 participants! There were approximately 50 initiatives represented by the participants. We held over 30 sessions during the two day unconference. Argentina, Chile, Brazil, Uruguay, Mexico, Honduras, Colombia, El Salvador, Costa Rica, Peru, Canada, United Kingdom, Austria and the United States of America were among the many countries that were represented in AbreLatAm.

This was the first unconference for many of the participants, the first opportunity to meet Skype and Twitter buddies in person, and the first open space for honest and fluid conversation. AbreLatAm accomplished its objectives, including to generate a collaborative interactive space to exchange experiences, to spark collaboration and knowledge sharing between the participants including the various organizations, journalists, technologists, and government representatives who all work with open data, and to convene what is already a de facto community of practice.

More concretely, in terms of the content, we've kept a record of the topics of the sessions in our open Wiki (http://wiki.abrelatam.org/index.php/P%C3%A1gina_principal.). The initiaitive made quite an impact in the Open community of Latin America, and, we are expecting to grow and strengthen our community next year in México. We very much look forward to organizing the next AbreLatAm.

3) PMO PROJECT

The project for parliament monitoring (PMO) is a very special project for Ciudadano Inteligente. After Votainteligente , PMO was the second web initiative started by our NGO, and thus, has experienced many of our strategic changes in code, design, usability, and deploy-ability. Our new PMO platform is scheduled to be launched this upcoming 14th of March of 2014, together with the inauguration of a new Congressional year, a renewed Congress (elections were held last November), and a new Government.

This ultimate version of the PMO platform is the result of one year of work, which includes:

1) The development of web components that serve as the basis for this new platform, including:

- Writeit: this component allows email exchange iteration to be public as conversations in a chat application. All the data is stored and served through an API.
- Billit: is a component that allows to search and index information inside a document (eg: like a bill). Crucial for searching and storing information inside documents.
- Popit: manages the profiles of politicians, congressman and any other citizen. When the information is indexed, to create networks and inks between profiles. This component was originally developed by My Society, though FCI contributed with several iterations to deploy it in several instances.

2) The development of functional applications from the basis of web components, including:

- Function to search for data within bills, votes and legislative debates.
- Function to search for information about members of congress, including their ultimate legislative activity.
- Function to set email alerts for any activity on bills of interest. This allows citizens to be notified via email every time a law or bill they care about has activity of any sort (eg: it moves in the legislative process, or new bills are introduced and which regulate the same object, etc).
- Visualization of the legislative process.

3) Research to understand the process of Congress in Latin America. We understand that the legislative process is different across the region, reason why before the development of the tools described above, we conducted appropriate research to make sure our new components and application would suit the reality of most congresses in Latin America.

4) Focus groups with key users, including civil society organizations, academics, and journalists. This was a crucial asset for the purpose of designing the usability of the platform, as well as for the purpose of prioritizing the functions according to empirical user-experience.

As already highlighted, this ultimate version of the PMO platform not only represents a more sophisticated, and at the same time 'cleaner' version of a website for monitoring congress. It also represents a platform that has been built with all the learning of previous versions, including comparative research, focus groups, and usability tests. Above all, this new version of PMO was built to be the first of many deployments to be implemented during the next two years in Latin America (and abroad via the POPLUS network). This is now much easier not only thanks to easily deployable technology (Poplus), but because this technology was built from its first line of code, having in mind the legislative process across different countries of Latin America.

4) IMPACT CASE STUDIES:

After having conducted these impact case studies, we are grateful to OSF for having persuaded us to do it (as it was not initially included in our grant proposal).

In a context of so many initiatives aiming to promote transparency and open government, claiming to achieve accountability and civic participation, and also claiming to benefit from web technology to achieve these goals, we acknowledge the lack of empirical studies and analysis that may support these claims, as well as the lack of outcome and impact measurements that can really tell us how far or close are we of achieving our theories of change.

In alignment with our grant commitment, we implemented two impact case studies. Aiming to move away from traditional descriptive studies, we hired an expert who had previously led experimental research for JPAL at the MIT. Experimental design studies usually take more time

than other research methods, as they require the definition of a methodological frame that includes groups of treatment, control, and the implementation of a test to a random group of population.

The first impact case study analyzed the impact of our platform www.accesointeligente.org The study analysis how this platform fulfills its duty to manage FOI requests in an easy, open and sharable way. It proved Accesointeligente's success and liaising FOI requests through a more efficient and reliable platform that contrasts with the poorly evaluated Government-based FOI portals. However, the study also raises critiques of Accesointeligente's ability to manage the database of FOI requests, including the follow-up of FOI requests introduced via the Acceso Inteligente platform. The see the full version of this study: An evaluation of Acceso Inteligente

The second impact case study aimed to measure the overall strength or persuasion capacity of Ciudadano Inteligente in accessing information from public authorities. The study compared how public authorities responded to different sorts of information requests, contrasting how these responses vary when they are sent from an ordinary citizen, or from a Ciudadano Inteligente email account, or from a Ciudadano Inteligente request that includes a more detailed letter (email) explaining that we are conducing a specific accountability exercise. In sum, the study concludes that Ciudadano Inteligente has built strong reputation, which is well known among public officials, reason why information requests are more likely to be responded to our organization. The full version of this study is available: Compilance with Access to Information Law

3. Evaluation and monitoring

How did the organization track or evaluate its progress related to this project?

According to the indicators appointed in the grant the result were the following.

1) LATAM LAB

Monitoring/Evaluating	Indicator Detail	Indicator Result
Successfully appointing the Lab Director by November.	The Lab Director should **meet** the **criteria** outlined in this grant proposal.	Done
Implementing the 4 Impact Case Studies	Research must be conducted prior to **March 2013**	Done Conduced in August – November 2013
	Research must be openly **shared** through a variety of channels, including blog posts in Ciudadanointeligente.org, Elvaso.cl and social networks. (a minimum of 10 blog posts are expected)	In Process Already in elvaso.cl and foiadvocates.net/es

	The agreement should outline reciprocal commitments, including FCI's responsibility to train hacker-fellows, and the CSO partner's responsibility to receive and collaborate with fellows in the development of the tool, as well as to maintain the web apps they create/deploy in the mid term. MOUs must be agreed before February 2013.	Done
Agree on a MOU with each partner CSO that will join the Latam Lab Hacker Fellowship Program		Derails of MOU are outlined in the Fellowship announce. www.ciudadanointeligente.org/uncategorized /pasantia-latamlab-2014/
	MOU's should serve as basis for a more substantive proposal to be submitted to OSF by February-March of 2013, regarding the hacker fellowship program.	Proposal to be submitted December 2013

2) PMO

Monitoring/Evaluating	Indicator Detail	Indicator Result
Consolidate a joint team of developers that meets on a weekly basis		Done
Succeed to outline a plan for future components.	*A draft of which is shared in the annex to this grant proposal.	Done
Share a plan for third parties to join the generic-components community, stressing reciprocal duties and responsibilities.	By the end of 2013, at least two new organizations should join the components project for PMO.	Done
Success to implement components developed by both FCI and My Society, into Parliamentary Monitoring websites in Chile and Nigeria during the first trimester of 2013.	Including the new version for Votainteligente.cl	Done Implemented in: Chile, Paraguay, Venezuela, and Argentina
Successfully share with the wider transparency and tech communities,	- Blog posts (10 minimum). - Forums	Done

the development of the PMO project (pros and cons).	- Social networks	

3) TRANSPARENCY CAMP

Monitoring/Evaluating	Indicator Detail	Indicator Result
Convene with some of the most prominent transparency leader of the region to meet in Santiago-Chile.	Target of 100 attendees expected.	86 Attendees
Achieve significant country representation.	At least 10 transparency leaders are expected per country (out of 8 countries).	14 Counties were represented
Achieve a positive evaluation from attendees regarding the un-conference mechanism, and meeting their expectations on both the content and network fronts.	Evaluation will be available for attendees after the transparency camp.	Some attenders post: English: • AbreLatAm: Transparency and Tech Groups "Can Open" Government • AbreLatAm: the Latin American open data Unconference • Open Gov Voices: Open Data in Latin America: Here to Stay Spanish: • AbreLatAm: Por una región de datos abiertos • AbreLatAm: Un encuentro abierto por una región abierta • AbreLatAm in the Open Data special of "Revista Espacios Políticos

4. Challenges

Describe any challenges or unanticipated developments the organization encountered during this period. How did these affect the project? How did the organization respond?

In March of this year, the Chilean government announced it would be releasing their own FOI requests liaison web page, in a very similar fashion to our website Accesointeligente.org Nevertheless, the Foundation did not see this not as a threat but as an opportunity for the government to improve their transparency standards. We met with the agency and gave them our feedback. The government website continues to be in the first stage of implementation, and thus it is too early to evaluate its impact. In the meantime, Accesointeligente.org is being revised (also thanks to the impact case study assessment) in order to improve the service it offers.

In March of this year, the opportunity was presented to adapt our planned T-Camp (that initially would be led and organized just by Ciudadano Inteligente), and work in a partnership with DATA Uruguay to organize the event jointly. We took the initiative to approach DATA and establish a partnership with them. This was very important in terms of cost saving for air-flight travels (which allowed us to bring more people to Montevideo), but it was even more important in terns of partnership and networks. It signaled recently born civic tech NGOs that Ciudadano Inteligente is not a "competitor" en the region, but a partner and supporter.
In practical terms, this challenge meant a change in dates and the organizational structure of the event. We are happy to have undertaken the challenge, thanks to the great results already reported in section two.

After having contacted several organizations in countries that were close to face national elections, during the second semester of 2013 we shifted our plans to dedicate more time in preparing our votainteligente.cl for deployments, from the basis of the modular components already described in section two of this report. Though the latter meant to re-arrange the workflow of the Latam-Lab, the result was 4 deployments of Votainteligente in 4 countries during the year.

5. Learning

What did the organization learn from the experience of this grant?

Did developments during the course of this work change the organization's understanding of the issues this project seeks to address, or inform its view of how change comes about? If so, please describe. Does the organization have any intentions to modify its strategies in the future in response to what it learned during this period?

A crucial part of an organization has to do with learning about its own experience. Over the years Ciudadano Inteligente has improved its learning skills from having also improved its ability to evaluate every initiative undertaken by the organization. Indeed, FCI conducts self-evaluations for every project using the "keep-fix-try" method, we also conduct general evaluations and planning every three months, and we also organize a yearly retreat of all team members for two days, being the first day dedicated to a full evaluation, and the second to plan the work to be conducted during the following year. In addition, this year we also had two impact case studies that were reported above.

From our several evaluation sessions there is too much learning specifics at also too much levels to point out here. However, we would like to stress three important lessons that we learned during the past grant period, pointing out also what we are doing to address our learning:

1) A lesson at the Financial Level:

As pointed out in the first section of this report, during this past year Ciudadano Inteligente shifted its self-funding and financial sustainability strategy as a result of evaluation and learning of past experiences, as well as from the basis of the experience shared by other organizations to which we consulted. For an NGO, to achieve self funding is a huge challenge, because not only the organization has to deliver what its supposed to do according to its mission, but on the side, the organization is also supposed to be a profitable start-up that is capable of obtaining "profits" that serves as sustainable self-funding. One of the first important lessons at a financial level that we learned this year is that not all FCI projects are self-fundable. Indeed, many of our projects are "public goods" that don't have business models. They are exclusively in benefit of citizens, and any spinoff to find a profitable model within the project, may actually hazard the project itself. We believe its better to understand the nature of projects that are not self-fundable, and identify philanthropists and organizations that may be willing to fund these "public goods". That said, there are many projects that can be self-fundable as well. The challenge is to identify how, which part, and how to offer services that don't hazard the technology, nor the originally purpose it is meant to serve.

As highlighted in section one, for years Ciudadano Inteligente has been aiming to identify the best financial sustainability approach. Over the past years we have switched from ideas to develop customized software, to develop paid versions of open data catalogs (like CKAN). A big learning this year has been to identify the potential of our core tools and software, as a profitable self-funded piece; sometimes as a single deploy, sometimes

as a service. This approach allows us to focus in the core technology we build (to achieve our mission), which means also time being spent in the applications and services we will charge to deploy. In other words, with this approach there is no team duplicity, but a single development team. Extra time is being spent mainly at an administrative level, to make sure the paid deploys and services are properly managed.

2) A lesson at the Project Design Level:

We also learned a lot this year at the project design level. We learned to work closer to the final users, and iterate with them throughout the design and implementation process. This year we conducted focus groups to identify user-stories for the platforms we built, and we made sure to iterate with a "sample" of potential users throughout the design/implementation stage of the tools we built. This was specially the case with the PMO project.

Having succeeded in deploying Vota Inteligente in several countries, we realized that the outcomes were quite different in terms visits, media coverage, and overall usage of the website. We learned that platforms like Votainteligente also require a deeper training in the process of implementing the tool, including not only how to manage information sources, but also how to approach the press and use social media as means to build an audience around these platforms. Acknowledging local contexts where these applications are deployed is also very important, thus, choosing the right local partner is as important as the tool itself.

Finally, another lesson worth mentioning regards to the PMO and the reasons why FCI embarked in the Poplus project (component-based website approach). The lesson is that in many contexts open source is not enough. This is, building platforms and releasing the code, is simply not enough for many organizations and tech communities that don't master the latest technology, but more importantly, do not have time and resource to build new instances of open but sophisticated software. In this sense, our component-based approach is a solution that encourages sustainable building of not only open, but shared code. We reduce the barriers of deploying technology, by enabling technology communities to focus in their deploys by building on top of existing API's, without having to spend time in re-building code infrastructure that already exists elsewhere.

3) A lesson at the Management Level:

As also pointed out in section one, this year was also intensive from a management perspective. We increased our expertise in agile methods, and learned how to conduct continuously iterating evaluations and planning without loosing agile-ness. However, though our projects are well managed, we have still a long way to go in improving our reporting and communication with stakeholders and funders. This is definitely a weakness in Ciudadano Inteligente that has been acknowledged within the team and the board of Directors. FCI staff has been urged to improve this weakness and take the appropriate

measures to make sure that stakeholders and funders keep well informed about FCI activity.

6. Organization

Did the organization undergo any significant changes during the grant period? If so, please describe.

Between February and June, our Executive Director Felipe Heusser, took a leave for the purpose of completing his Doctoral Thesis. During this time, Juan José Soto and Nicolás Cristi fulfilled his duties jointly. Also, the organization it self of Ciudadano Inteligente undertook several changes in its organizational structure, particularly in regards to the new Latam Lab, and the Latam Committee. Both which have already been addressed in the first section of this report.

III.   Financial Report

Please use both sheets (for budget execution summary and detail) of the Excel format provided.