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MULTILATERAL INVESTMENT FUND

CHILE

ENHANCING CIVIL SOCIETY ORGANIZATION ACCOUNTABILITY

(CH-M1012)

DONORS MEMORANDUM

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ABBREVIATIONS

CSO	Civil society organization
FCLA	Fundación Ciudadana para las Américas [Citizen Foundation for the Americas]
PCU	Project coordination unit

**CHILE: ENHANCING CIVIL SOCIETY ORGANIZATION ACCOUNTABILITY
(CH-M1012)**

I. EXECUTIVE SUMMARY

Executing agency and beneficiary:	Fundación Ciudadana para las Américas (Chile)	
Beneficiaries:	The main project beneficiaries will be 50 civil society organizations (CSOs), which will receive technical assistance to become more effective and better positioned. Other beneficiaries will include 12 professionals trained in CSO accountability and the Government of Chile as it will have a methodology to ensure greater transparency in CSO donors of Social Organizations Division competitive funds.	
Amount and source of financing:	MIF (nonreimbursable):	US\$385,000
	Local counterpart resources:	<u>US\$385,000</u>
	Total	US\$770,000
Objective:	The goal of the project is to help enhance the effectiveness and positioning of civil society organizations, particularly those that work in private sector development. Its purpose is to encourage Chilean civil society organizations to incorporate and implement accountability measures.	
Execution timetable:	Execution period:	36 months
	Disbursement period:	42 months
Special contractual conditions:	Conditions precedent to the first disbursement of the Bank's financing: (i) selection of the project technical coordinator; and (ii) submission of final Operating Regulations as agreed with the Bank.	
Environmental and social review:	The Committee on Environment and Social Impact reviewed the project on 29 September 2006 (meeting 38-06). The possibility was raised of adding environmental criteria to the accountability approach, but given the diverse range of CSOs that will be involved, and how new accountability is to CSOs, it was decided not to include environmental considerations.	
Coordination with other executing agencies:	None	

II. BACKGROUND

A. The importance of civil society organization accountability

- 2.1 Civil society organizations (CSOs) are important to the private sector, as they link businesses with communities, citizens, and governments. Companies that wish to team up with CSOs, whether as donors, volunteers, clients, or strategic partners, need to have a sense of their partners' level of accountability¹.
- 2.2 Civil society has grown so much worldwide that its constituent organizations must assume greater responsibility for the level and quality of the impact they have on society. It is essential that these organizations better understand how their management and activities affect the success of their programs. The CSO community has the responsibility to manage itself transparently and free from corruption, using methods to make its activities efficient, effective, and consistent. It is also important for the public to know how these organizations are managed and how they provide benefits to citizens. A lack of transparency and efficiency is limiting opportunities for CSOs to forge partnerships with other entities such as private businesses and public-sector agencies. Increasing transparency strengthens public trust (on the part of governments, the private sector, and citizens) in civil society. For civil society, this trust ensures that its organizations maintain healthy levels of investment, grants, volunteers, and other forms of assistance.
- 2.3 A program to strengthen accountability presents a clear opportunity to foster a culture of public transparency and integrity by providing CSOs with well-defined parameters for managing, evaluating, and furthering their own institutional development. It also promotes actions to enhance their influence and impact, through efficiency and effectiveness criteria, which will result in a successful contribution to public policy with regard to programs for cooperation between civil society, the private sector, and government entities.

B. CSOs in Chile

- 2.4 The return of democracy to Chile in 1990 led to renewed relations between the State and civil society. In the 1990s, governments took measures to strengthen civil society, specifically by increasing social spending, strengthening institutions that served social missions, and expanding programs offered in this area. This tradition is reflected in the fact that the government continues to be the largest source of funding for nonprofit organizations; accounting for 46% of resources in 2004,² the State is the top funding source for Chilean CSOs.

¹ "Accountability" is defined as encompassing three elements: (i) responsibility for meeting one's commitments; (ii) responsibility for providing reliable, transparent information; and (iii) responsibility for one's actions and decisions. The Spanish language does not have a single word that fully captures the concept of "accountability," so for the purposes of the project, the phrase "rendición de cuentas y transparencia" is being used in the Spanish.

² Johns Hopkins University Center for Civil Society Studies, Chile, *Estudio Comparativo del Sector Sin Fines de Lucro [Comparative Nonprofit Sector Study]*. Santiago de Chile, 2006.

- 2.5 Within the government, the Social Organizations Division, under the Government Affairs Ministry, is a State institution with multiple ties to civil society. Its primary aims are to improve outreach and communication between the government and social organizations, facilitate the expression of citizen needs, and improve citizens' knowledge and understanding of government plans and programs so as to encourage social participation and integration. The Social Organizations Division has a department specifically devoted to strengthening civil society, and it administers competitive funds. The Department for Strengthening Civil Society seeks to strengthen the autonomy and sustainability of civil society organizations through legal, financing, training, and technical-assistance initiatives and direct support to the organizations. Competitive funds are public or private resources intended to partially or fully finance initiatives or projects put forward by social organizations. Although most of these resources come from public agencies, there are private entities that have their own competitive funds as well.
- 2.6 According to several indicators, Chile's is one of the strongest and most advanced civil societies in Latin America, and Chile is indeed a venue for several model initiatives for the region, featuring a special relationship between CSOs, businesses, and the State. Civil society in Chile is diverse in terms of the types of activities organizations propose and their goals and purposes. The number of volunteers is large and expected to grow in the coming years. Nonprofit organizations make up a significant part of the economy; in 2004, they had 160,259 paid employees and 143,624 volunteers (full-time equivalent). This figure represents 4.89% of the economically active population—twice the percentage for Brazil and Colombia. This indicator ranges from 0.4% in Mexico to 14.4% in the Netherlands, placing the percentage for Chile well above that of the rest of its neighbors, and at twice the average for the developing countries. In 2004, nonprofit organizations accounted for US\$1.409 billion in expenditures, or 1.5% of the gross domestic product.³
- 2.7 Even though civil society is well developed, Chilean CSOs face several challenges: (i) strengthening the legal framework to include, for example, statutes to govern public interest institutions, promote volunteerism, and establish a registry system;⁴ (ii) preparing and developing a modern institutional framework for the growing volunteer population; (iii) making funding mechanisms more flexible in order to reduce financial dependency on the government and facilitate grant-making; (iv) strengthening competition and the ability of CSOs to form associations and consortia; and (v) creating mechanisms to foster public trust among CSOs and between CSOs and businesses and the State.

³ *Ibid.*

⁴ A draft Associations and Citizen Participation Act to strengthen the legal framework for volunteerism and to develop a modern institutional framework in this area is currently in the Chamber of Deputies, which approved it in general terms in the first vote, making several indications that have been referred to the Chamber's Internal Governance Committee for consideration (and will eventually come before the Treasury Committee).

C. Proposed Project

- 2.8 The proposed project seeks to develop a process for enhancing CSO accountability in Chile, taking into account national and international experiences in this area. The project will help to develop a set of principles specifically for the Chilean context, to create incentive schemes, and to disseminate information on CSOs in an effort to promote accountability and information availability.
- 2.9 Together with governments and business groups, local CSOs represent one of the MIF's most important groups of partners, helping it to execute its various projects to strengthen the business climate and private sector competitiveness. By improving their accountability performance, CSOs will see benefits in their operations, administration, and activities that help them to compete for private-sector cooperation and support, and they will consequently act in a more effective, efficient, and consistent manner. By supporting this project, the MIF will be cultivating a healthier business environment in which companies will have better methods for partnering with civil society. This project also provides the MIF with the opportunity to enhance the work of one of its principal partners—CSOs.

III. PROJECT OBJECTIVES AND COMPONENTS

A. Objectives

- 3.1 The goal of the project is to help enhance the effectiveness and positioning of civil society organizations, particularly those that work in private sector development. The purpose of the project is to encourage Chilean civil society organizations to incorporate and implement accountability measures.
- 3.2 To accomplish this aim, the project will include the following components: (i) development of CSO accountability principles and tools; (ii) implementation of CSO accountability measures; (iii) development of CSO accountability incentives; and (iv) accountability awareness-building and dissemination of project outcomes.

B. Components

Component I. Development of CSO accountability principles and tools (MIF: US\$73,388; counterpart: US\$27,122)

- 3.3 The purpose of this component is to develop CSO accountability principles that take into account the current situation in Chile. The following activities are planned: (i) analysis of the state of civil society in the country, including the regulatory framework; (ii) analysis of relevant experiences with CSO accountability; (iii) development of a preliminary proposal for principles and subprinciples that will provide more specific indicators of the level of adherence to the principles; (iv) construction of a proposal tailored to conditions in Chile and an implementation plan; (v) organization of workshops to validate the principles and tools; (vi) formulation of the accountability model; and (vii) publication and dissemination of the approved principles to make them widely available.

- 3.4 First, consultants will be hired to conduct an analysis of relevant experiences with CSO accountability—not only at the national level, but also internationally—in order to factor in any pertinent lessons. A diagnostic study of the situation of CSOs in Chile will be conducted at the same time to determine which accountability measures will be the most appropriate. Based on the outcomes of the first two activities, a preliminary proposal for the accountability principles will be prepared and then discussed in workshops held in different regions of the country so that the views and recommendations of stakeholders can be incorporated. At these workshops, accountability experts, representatives of CSOs, representatives of private companies and of the government, and other stakeholders will be able to reach an agreement on these principles.
- 3.5 This process of involving the stakeholders should ultimately yield an accountability model that is well suited to the situation of Chilean CSOs and will help them work better and more effectively. This model will be available on the project website and also through other media (see component IV).

**Component II. Implementation of CSO accountability measures
(MIF: US\$103,000; counterpart: US\$59,400)**

- 3.6 The objective of this component is to implement the accountability measures developed specifically for CSOs under component I. Accordingly, the following activities are planned: (i) training local consultants in accountability principles and tools; (ii) implementing accountability measures at the CSOs; (iii) holding learning and feedback workshops for participating CSOs; and (iv) publishing the outcomes of implementation.
- 3.7 As a first step, a group of local consultants trained in the accountability methodology will have to be formed. The consultants will be trained in the concepts behind the principles developed in component I, and in methodologies for assisting CSOs that wish to adhere to the principles. These same consultants will be hired to help CSOs implement accountability measures. The selection criteria for the consultants are: (i) experience working with CSOs, especially with capacity-building measures; and (ii) experience in other areas, such as corporate social responsibility.
- 3.8 To accomplish the above objective, technical assistance will be provided to the selected CSOs through trained consultants, who will in turn train CSO officers in applying the accountability methodology. The first group of CSOs will contribute in-kind resources to the process of implementing the accountability measures, and the CSOs in the second group are expected to contribute a percentage of the costs of implementing those measures. The plan is to provide technical assistance to at least 50 CSOs in different parts of the country. The CSO selection criteria are that they must: (i) have the institutional soundness to use the methodology; (ii) preferably, work directly in private sector development; and (iii) be willing to cover part of the technical assistance costs. The Bank will be informed of the list of prequalified entities and then of the CSOs selected to participate.

- 3.9 Also planned are workshops and the publication and dissemination of outcomes to reinforce the measures implemented by the CSOs (see component IV). The participating CSOs will take part in the workshops to share experiences and lessons with other CSOs.

Component III. Development of CSO accountability incentives (MIF: US\$14,000; counterpart: US\$41,000)

- 3.10 As a mechanism for helping to enhance CSO accountability, a set of incentives will be developed to recognize and encourage those organizations that voluntarily join in the process and to simultaneously promote a broader culture of accountability. This component will involve several activities: (i) developing accountability criteria and tools for the State's competitive funds together with the CSOs; (ii) incorporating accountability criteria and incentives in a set of competitive State funds for CSOs; and (iii) developing an award scheme and granting accountability awards.
- 3.11 Given the importance of the State's competitive funds as a source of funding for CSOs in Chile, a set of accountability standards will be prepared and, once approved by government representatives, included as part of the process of applying for competitive State funds. Posting such standards on the competitive fund website will strongly motivate CSOs interested in being eligible for these resources to incorporate the accountability criteria.
- 3.12 Incentives will also be provided for good accountability practices through a scheme of awards for the most outstanding CSOs, for which a methodology and award eligibility guidelines will have to be developed. In addition, award events will be held to disseminate the experiences of CSOs and to feature the winning CSOs.

Component IV. Accountability awareness-building and dissemination of project outcomes (MIF: US\$105,600; counterpart: US\$90,850)

- 3.13 The objective of this component is to disseminate project activities and outcomes. The following activities are planned: (i) developing an accountability website as a tool for project dissemination and feedback; (ii) preparing case studies of different CSOs participating in the project to disseminate their experiences and the benefits of participating in the project; (iii) holding regional dissemination and awareness-building seminars to foster interest among CSOs in project activities; and (iv) holding a conference to mark the end of the project.
- 3.14 In order to inform all stakeholders of the status of the project, an accountability website will be created that will also serve as a source of feedback—to hear opinions and receive input from stakeholders. In connection with this website, an observation and monitoring system will be developed to track all aspects of the project, particularly the lessons learned by participating CSOs. The outcomes of implementing accountability measures will be shared among CSOs.
- 3.15 Based on the principles contained in the accountability methodology, a set of cases of CSOs will be selected that tie together actions by businesses and CSOs that

represent good practices in applying these principles. The selected cases will be analyzed and documented so they can be disseminated, mainly via regional workshops and a final conference for disseminating project outcomes.

IV. EXECUTING AGENCY AND EXECUTION MECHANISM

- 4.1 The executing agency will be the Fundación Ciudadana de las Américas (FCLA), created in 2003 to promote the work of civil society by supporting its organizations and forging partnerships between them, the public sector, and the private sector. The FCLA has three strategic lines of action: (i) citizenship, social capital, and civil society strengthening; (ii) sustainable regional and local development; and (iii) conservation of biodiversity, sustainable use of natural resources, and participatory environmental management.
- 4.2 Among other activities in the area of citizenship, social capital, and civil society strengthening, the FCLA seeks to train and develop citizen leaders; develop websites and discussion forums for citizens, including strengthening the *Diario de la Sociedad Civil* [Civil Society Daily] (www.sociedadcivil.cl); and develop educational programs for sustainable development and other activities.

A. Execution mechanism

- 4.3 A project coordination unit (PCU) staffed by an institutional coordinator, a technical coordinator, and an administrative assistant will manage the project. The PCU will be responsible for: (i) ensuring compliance with contractual conditions and the project Operating Regulations; (ii) managing project activities according to the annual work plan; (iii) supervising contract consultants; (iv) having management controls and managing the budget using established procedures; (v) processing requests for disbursement of the Bank's contribution; (vi) submitting administrative and technical reports to the Bank; and (vii) coordinating necessary actions with institutional partners and other entities working in this area. The PCU will be overseen by the executive director of the FCLA.
- 4.4 An Advisory Council comprising representatives of various sectors will be formed to support project implementation. The Advisory Council will be convened by the project's institutional coordinator and will meet periodically to: (i) review project progress reports and, as necessary, make recommendations on improvements; (ii) participate actively in formulating the project's accountability methodology; (iii) lend support for decisions on CSO counterpart selection; (iv) collaborate in project dissemination and the promotion of accountability measures. The preliminary list of entities that have expressed interest in joining the Advisory Council is: AVINA; the Chilean NGO association ACCIÓN A.G.; Asociación de Organizaciones No Gubernamentales (ASONG); Red PUENTES; Red Nacional de Voluntariado [National Volunteer Network]; the Social Organizations Division; CORFO; Acción RSE; Consejo Minero [Mining Council]; the Ford Foundation; the European Union; and the United Nations Development Programme.

- 4.5 A Steering Committee with strategic responsibilities will be also organized to assist the executing agency—the FDLA—with project implementation. The Steering Committee will be composed of about six persons: one representative from the FCLA, one representative from AVINA, together with a few prominent individuals recognized as experts in project-related areas, to be determined in due course. This committee will meet at least three times a year to: (i) review the annual work plans submitted by the project’s institutional coordinator and make recommendations; and (ii) review project progress and make recommendations.
- 4.6 **Procurement of consulting services and goods.** The executing agency will be responsible for procuring the goods and services needed for project execution, with prior approval from the Bank of the semiannual procurement plan. These goods and services will be procured at market prices and through competitive methods, in accordance with the procedures set forth in the policies for the procurement of works and goods financed by the IDB (document GN-2349-7) and for selection and contracting of consultants financed by the IDB (document GN-2350-7) and in the MIF guidelines. For amounts less than US\$10,000, direct contracting may be used, provided that the Bank gives its approval.
- 4.7 During program execution, procurement will be reviewed ex ante. If the determination is positive, the Bank may opt to use the mechanism of ex post review for those procurements below a certain amount. Nonetheless, the Bank may, on the basis of the annual work plan, which is to include the procurement plan, decide that specific types of procurement will be subject to ex ante review. Similarly, the Bank may at any time withdraw the aforementioned benefit and revert to the ex ante review of all program procurements.
- 4.8 All consultants hired under the operation will have to sign a statement that they are familiar with the Bank’s policies against fraud and corruption (and may also sign an ethics and confidentiality agreement). This agreement should be annexed to the corresponding consulting contract or included as a clause therein.
- 4.9 **Project readiness.** The project has been agreed upon with the executing agency in terms of its objectives, components, and activities. The main eligibility criteria for the various components and activities have also been agreed upon. The profiles of the staff members of the Administrative Unit have been defined, as have the terms of reference for the principal consulting services. The Consejo Minero has committed resources in support of the award under component III, and AVINA has promised to contribute resources to the project. Moreover, the project documents have been shared with a group of Chilean CSOs for the purpose of receiving ideas and feedback on project design. Their input has been incorporated into the documents.

V. COST AND FINANCING

- 5.1 The estimated project cost is US\$770,000, of which the MIF will finance US\$385,000 with nonreimbursable resources. The executing agency will be

responsible for the remaining US\$385,000, of which at least 50% will be in cash. The estimated project budget is presented in the table below.

Table 1. Budget by Component (US\$)				
Components	MIF	Local	Total	%
I. Development of CSO accountability principles and tools	73,388	27,122	100,510	13.1
II. Implementation of CSO accountability measures	103,000	59,400	162,400	21.1
III. Development of CSO accountability incentives	14,000	41,000	55,000	7.2
IV. Accountability awareness-building and dissemination of project outcomes	105,600	90,850	196,450	25.6
Project administration	27,000	138,600	165,600	21.6
Monitoring and evaluations	50,000	2,400	52,400	6.8
Financial audits	6,000	6,000	12,000	1.6
Contingencies	4,012	19,628	23,640	3.1
SUBTOTAL	383,000	385,000	768,000	100.0
Percentage	50 %	50 %	100 %	
Impact assessment account	2,000	0	2,000	
TOTAL	385,000	385,000	770,000	

- 5.2 **Sustainability.** The project's sustainability is linked to the promotion and dissemination of project activities and of the benefits accruing to participating CSOs. One important facet of this effort is to raise awareness of the importance of CSO accountability and thereby arouse greater interest among private enterprise and government agencies in demanding accountability measures from the CSOs with which they partner. It is therefore hoped that over the course of the project the FCLA will consolidate demand for and the future supply of accountability-related services so as to ensure the sustainability of project activities. The proceeds obtained from registration fees, the sale of materials, and other project activities will be allocated to keeping up activities after the project, and so, by the end of the project, institutional capacity and revenue flows should be sufficient to continue training and consulting activities. Moreover, the group of local consultants to be formed is expected to be in a position to offer its training and consulting services to other local CSOs interested in applying accountability measures.

VI. MONITORING AND EVALUATIONS

A. Supervision and monitoring

- 6.1 The Bank's Country Office in Chile will be responsible for conducting supervision and control activities, monitoring compliance with contractual clauses, processing disbursement requests, and receiving the audited financial statements. The executing agency, through its Administrative Unit, will submit semiannual status reports to the Country Office, consistent with the Bank's standard reporting

requirements. Additionally, the executing agency will submit the annual work plan to the Bank each year. A closing workshop will be scheduled for the end of the execution period to evaluate outcomes and to consider any actions needed to enhance the project's impact.

- 6.2 The PCU will set up a project monitoring system based on the timetable of activities, the indicators in the logical framework, and the annual work plan. This system will be the main instrument for tracking progress in execution, the accomplishment of objectives, and the impact achieved. It will feature a mechanism for monitoring and evaluating the accountability measures at the participating CSOs: using the appropriate methodologies, a monitoring system will be implemented that will produce indicators for observing the outcome of the accountability measures the participating CSOs have instituted. This monitoring mechanism will be put in place in month 12 and will continue functioning through the end of the project. The executing agency will issue progress reports and a final report.

B. Evaluations

- 6.3 The Bank, in cooperation with the executing agency, will hire a consultant for the project evaluations. Two evaluations will be performed: the first when 50% of disbursements have been made, or midway through the execution period, whichever comes first, and the final evaluation three months prior to the end of the project. The midterm evaluation will cover the following items: (i) effectiveness and impact of workshops, seminars, and training; (ii) progress in meeting targets; (iii) implementation of accountability measures at the participating CSOs; (iv) relevance of the indicators for each activity and the specific areas of accountability in participating CSOs; and (v) satisfaction of CSOs and stakeholders.
- 6.4 The final evaluation will cover: (i) improvements in the relationship between businesses and participating CSOs; (ii) changes in the performance, operations, and actions of CSOs and concrete indicators that demonstrate increased effectiveness and greater opportunities for access to additional funding sources. Emphasis will be placed on identifying best practices and lessons learned so they can be shared with other stakeholders.
- 6.5 Based on the logical framework indicators and the project reports, the evaluations will determine whether there was a significant departure from the planned execution of activities, recommend corrective measures, and highlight lessons learned.

VII. BENEFITS AND RISKS

A. Benefits

- 7.1 There will be benefits at two levels: in improvements at participating CSOs, and also in their work with their clients and beneficiaries. For the participating CSOs, the benefits will be measured in terms of: (i) enhanced effectiveness; and (ii) the

improved brand image and reputation of CSOs. Private enterprise will benefit from the opportunity to work with sturdier CSOs that have undergone a process to identify the best CSOs.

- 7.2 **Beneficiaries.** The direct beneficiaries of the project will be (i) the 50 CSOs taking part in the implementation of accountability measures, which will increase their effectiveness and impact; (ii) the private companies that will have the opportunity to choose CSOs with better accountability measures; and (iii) the people, businesses, and industries that will have greater access to information on the performance and activities of the CSOs involved in the project.

B. Risks

- 7.3 One identified risk derives from a possible lack of commitment on the part of CSOs to ensuring adherence to and the continuity of the accountability measures they adopt. *Mitigating factor:* As part of the implementation methodology, a person from each CSO will be designated to be responsible for the implementation and monitoring of the adopted measures. This person will receive an intensive introduction to accountability issues, with follow-up from the executing agency.

VIII. SOCIAL AND ENVIRONMENTAL IMPACT

- 8.1 This project is not expected to have any environmental impact, but it should have a great positive social impact. The development of accountability principles for Chilean CSOs and public evaluations of these organizations should compel them to modify their operations, administration, and activities in order to compete for private sector cooperation and support, and consequently to act more effectively, more efficiently, and more consistently.

CHILE: ENHANCING CIVIL SOCIETY ORGANIZATION ACCOUNTABILITY (CH-M1012)

LOGICAL FRAMEWORK

Narrative summary	Indicators	Means of verification	Assumptions
GOAL			
To help enhance the effectiveness and positioning of civil society organizations, particularly those that work in private sector development.	<u>Two years after project completion:</u> <ul style="list-style-type: none"> - At least a 20% increase in partnerships¹ between participating CSOs and the private sector. - At least 50% of stakeholder groups have a better perception of the participating CSOs. - At least a 20% increase in the volume of projects and initiatives managed by the participating CSOs. - At least 50 CSOs incorporate accountability standards for the first time as part of a pro-accountability movement. 	<ul style="list-style-type: none"> • Ex post evaluation • Public records of CSOs that have adopted accountability standards 	Economic and political conditions that could affect CSOs remain stable.
PURPOSE			
To encourage Chilean civil society organizations to implement and incorporate accountability measures.	<u>By project completion:</u> <ul style="list-style-type: none"> - At least 40 participating CSOs have met the accountability standards. <u>By the end of year two:</u> <ul style="list-style-type: none"> - At least a 100% increase in the expression of interest from CSOs applying to be in the second group. 	<ul style="list-style-type: none"> • Final program evaluation, which will cover the degree to which accountability standards and measures have been applied • Midterm program evaluation, which will cover the degree to which accountability standards and measures have been applied 	<ul style="list-style-type: none"> • State-CSO cooperation policies are maintained and/or strengthened. • Business-CSO cooperation strategies are maintained and/or strengthened.
COMPONENTS			
1. Development of CSO accountability principles and tools	<u>By the end of year one:</u> <ul style="list-style-type: none"> - Accountability methodology validated and shared among CSOs and stakeholder groups 	<ul style="list-style-type: none"> • Baseline reports • Progress reports and final report from the executing agency 	<ul style="list-style-type: none"> • Leading CSOs and stakeholder groups are willing to be involved in defining the accountability measures.

¹ Partnerships refer to strategic, long-term collaborative working agreements between CSOs and the private sector. They do not necessarily imply private-sector financing of the CSO-promoted projects or initiatives.

Narrative summary	Indicators	Means of verification	Assumptions
	<p><u>By the end of year two:</u></p> <ul style="list-style-type: none"> - Accountability methodology validated and applied by 50 CSOs <p><u>By project completion:</u></p> <ul style="list-style-type: none"> - Accountability methodology validated, applied, published, and made available to CSOs and Chilean society 	<ul style="list-style-type: none"> • Midterm and final project evaluations 	
<p>2. Implementation and incorporation of CSO accountability measures</p>	<p><u>By the end of year one:</u></p> <ul style="list-style-type: none"> - At least 20 CSOs are implementing accountability measures. <p><u>By the end of year two:</u></p> <ul style="list-style-type: none"> - At least 15 CSOs improve accountability within 18 months. <p><u>By project completion:</u></p> <ul style="list-style-type: none"> - At least 25 CSOs improve accountability within 28 months. - At least 50 CSOs are involved in and committed to the process of enhancing accountability. 	<ul style="list-style-type: none"> • Baseline reports • Progress reports and final report from the executing agency • Midterm and final project evaluations 	<ul style="list-style-type: none"> • CSOs and stakeholder groups maintain and/or strengthen their commitment to and interest in accountability.
<p>3. Development of CSO accountability incentives</p>	<p><u>By the end of year two:</u></p> <ul style="list-style-type: none"> - At least 10 competitive State funds for CSOs have incorporated accountability criteria. <p><u>By project completion:</u></p> <ul style="list-style-type: none"> - At least 10 competitive State funds for CSOs have implemented and evaluated accountability criteria. 	<ul style="list-style-type: none"> • Progress reports and final report from the executing agency • Midterm and final project evaluations 	<ul style="list-style-type: none"> • The public agencies in charge of the competitive State funds that work with CSOs value and promote a culture of accountability in their management.

Narrative summary	Indicators	Means of verification	Assumptions
<p>4. Accountability awareness-building and dissemination of project outcomes</p>	<p><u>By the end of year one:</u></p> <ul style="list-style-type: none"> - At least 50 important CSOs and stakeholder groups publicly commit to enhancing accountability. <p><u>By the end of year two:</u></p> <ul style="list-style-type: none"> - At least 200 additional CSOs other than the direct beneficiaries are informed and more aware of accountability. - At least 100 institutional stakeholders are informed and more aware of accountability. <p><u>By project completion:</u></p> <ul style="list-style-type: none"> - At least 300 civil society leaders are aware of and committed to enhancing accountability in their organizations. - At least 100 persons belonging to stakeholder groups are more aware of and committed to enhancing CSO accountability. 	<ul style="list-style-type: none"> • Progress reports and final report from the executing agency • Report on partnership platform and CSO and stakeholder group public commitment to improved accountability • Midterm and final project evaluations 	<ul style="list-style-type: none"> • The media and public opinion value and demand increasing levels of accountability in society.

Narrative summary	Indicators	Means of verification
ACTIVITIES		
1.1 Analyze the state of civil society in the country and opportunities in the area of accountability	- Diagnostic study conducted by month three	Report on diagnostic study and systematized experiences
1.2 Analyze relevant experiences with CSO accountability	- Experiences systematized by month three	<i>Idem</i>
1.3 Develop a preliminary proposal for accountability principles and tools	- Three working meetings for CSOs to participate in preparing the preliminary proposal, held between months four and six - Preliminary proposal prepared participatively by month six	- Meeting minutes - Document containing preliminary proposal
1.4 Hold workshops to discuss and validate the principles and tools	- Three workshops to discuss progress in preparing the proposal (with the technical committee) held by month six - Four regional workshops (including one in the Santiago metropolitan area) to discuss and validate the preliminary proposal held by month eight	Workshop reports, with participant lists and evaluations
1.5 Publish and disseminate the agreed principles and tools	- Principles and tools validated and published by month 10	Printed guide containing principles and tools
1.6 Update principles and tools based on the outcomes of implementation	- Principles and tools updated and published by month 32	Manual and printed guide containing principles and tools
2.1 Identify and train local consultants in the accountability principles and tools	- At least 12 consultants selected by month nine and trained by month 11	Report on consultant training
2.2 Identify and select beneficiary CSOs	- At least 20 CSOs selected (Group 1) by month 10 - At least 30 CSOs selected (Group 2) by month 20	Reports briefly presenting the selected CSOs
2.3 Implement accountability measures in beneficiary CSOs	- At least 15 CSOs from Group 1 have implemented accountability measures by month 16. - At least 25 CSOs from Group 2 have implemented accountability measures by month 26.	Reports describing and analyzing accountability measures in selected CSOs

Narrative summary	Indicators	Means of verification
<p>2.4 Hold learning workshops for beneficiary CSOs</p> <p>2.5 Hold feedback workshops for stakeholders on progress made by beneficiary CSOs</p> <p>2.6 Publish the accountability outcomes for beneficiary CSOs</p>	<ul style="list-style-type: none"> - Two learning workshops with Group 1 by month 18 - Two learning workshops with Group 2 by month 28 - Two feedback workshops with Group 1 by month 18 - Two feedback workshops with Group 2 by month 28 - Guide with Group 1 accountability outcomes published by month 22 - Guide with Group 2 accountability outcomes published by month 32 	<p>Workshop reports, with participant lists and evaluations</p> <p><i>Idem</i></p> <p>Guide in printed and online format featuring accountability outcomes for selected CSOs (years two and three)</p>
<p>3.1 Develop accountability criteria and tools for the State's competitive funds, in conjunction with the CSOs</p> <p>3.2 Incorporate accountability criteria and incentives into a set of competitive State funds for CSOs</p> <p>3.3 Develop an awards scheme and grant accountability awards</p>	<ul style="list-style-type: none"> - Accountability criteria and tools for the State's competitive funds agreed upon and validated by month 12 - 10 competitive State funds for CSOs have incorporated accountability criteria and incentives by month 24, and have implemented and evaluated them by the end of the project. - Award methodology developed by month 14 - 1st accountability award granted by month 18 - 2nd accountability award granted by month 28 	<p>Document containing an accountability proposal for the competitive State funds</p> <p>Report on accountability in competitive State funds for CSOs</p> <p>Document containing award methodology</p> <p>Reports on impact of awards granted</p>
<p>4.1 Develop an accountability website as a tool for project dissemination and feedback</p> <p>4.2 Hold regional seminars to heighten accountability awareness</p> <p>4.3 Develop an accountability media campaign</p>	<ul style="list-style-type: none"> - Accountability website designed by month three, and operating from month four through the end of the project - At least four yearly regional seminars to raise awareness of accountability held in years one and two - Media campaign on accountability designed by month six and implemented from month eight through the end of the project 	<ul style="list-style-type: none"> - CD presenting the website - Web address <p>Reports on regional seminars, with participant lists and evaluations</p> <p>Document presenting the campaign</p>

Narrative summary	Indicators	Means of verification
4.4 Form regional working groups	<ul style="list-style-type: none"> - At least four regional working groups established by month six and meeting periodically through the end of the project 	Periodic reports on the operation of the regional working groups
4.5 Identify, prepare, and document best business and CSO accountability practices	<ul style="list-style-type: none"> - Best businesses and CSO accountability practices documented by months 18 and 28, respectively - At least 10 case studies of different beneficiary CSOs documented and published by month 32 	Guide in printed and online format featuring case studies of best business and CSO accountability practices
4.6 Hold regional seminars to disseminate project progress and outcomes	<ul style="list-style-type: none"> - At least four regional seminars to disseminate project progress and outcomes held in year three (month 34) 	Reports on regional seminars, with participant lists and evaluations
4.7 Hold a final, international conference	<ul style="list-style-type: none"> - Final conference held in month 36 of the project. 	Evaluative and impact reports on conference outcomes, including participant list and evaluation

CHILE: ENHANCING CIVIL SOCIETY ORGANIZATION ACCOUNTABILITY
(CH-M1012)

Components	TOTAL			
	MIF	Local counterpart		Subtotal
		In cash	In kind	
Component 1: Development of CSO accountability principles and tools	73,388	6,588	20,534	100,510
Activity 1.1: Analyze the state of civil society in the country and the opportunities in the area of accountability	13,500	600	900	15,000
Activity 1.2: Analyze relevant experiences with CSO accountability	0	0	900	900
Activity 1.3: Develop a preliminary proposal for accountability principles and tools	13,940	600	220	14,760
Activity 1.4: Hold workshops to discuss and validate the principles and tools	19,448	1,388	4,514	25,350
Activity 1.5: Publish and disseminate the agreed principles and tools	7,500	4,000	0	11,500
Activity 1.6: Update principles and tools based on implementation outcomes	19,000	0	14,000	33,000
Component 2: Implementation of CSO accountability measures	103,000	33,080	26,320	162,400
Activity 2.1: Identify and train local consultants in accountability principles and tools	8,100	4,880	6,720	19,700
Activity 2.2: Identify and select beneficiary CSOs	16,000	1,800	0	17,800
Activity 2.3: Implement accountability measures in beneficiary CSOs	23,000	2,400	0	25,400
Activity 2.4: Hold learning workshops for beneficiary CSOs	17,700	8,000	4,800	30,500
Activity 2.5: Hold feedback workshops for stakeholders on progress made by beneficiary CSOs	18,200	8,000	4,800	31,000
Activity 2.6: Publish the accountability outcomes for beneficiary CSOs	20,000	8,000	10,000	38,000
Component 3: Development of CSO accountability incentives	14,000	40,000	1,000	55,000
Activity 3.1: Develop accountability criteria and tools for State competitive funds, in conjunction with the CSOs	6,000	0	1,000	7,000
Activity 3.2: Incorporate accountability criteria and incentives into State competitive funds, in conjunction with the CSOs	8,000	0	0	8,000
Activity 3.3 Develop an award scheme and grant accountability awards	0	40,000	0	40,000
Component 4: Accountability awareness-building and dissemination of project outcomes	105,600	74,900	15,950	196,450
Activity 4.1: Develop an accountability website as a tool for project dissemination and feedback	24,000	0	2,250	26,250

Components	TOTAL			
	MIF	Local counterpart		Subtotal
		In cash	In kind	
Activity 4.2: Hold regional seminars (including one in metropolitan Santiago area) to raise accountability awareness	4,000	38,100	4,000	46,100
Activity 4.3: Develop an accountability media campaign	16,000	6,000	0	22,000
Activity 4.4: Form regional working groups	6,100	800	0	6,900
Activity 4.5: Identify and document best business and CSO accountability practices	5,000	0	1,200	6,200
Activity 4.6: Prepare and document case studies of different beneficiary CSOs	16,000	5,000	0	21,000
Activity 4.7: Hold yearly seminars to disseminate project progress and outcomes	7,500	12,000	4,500	24,000
Activity 4.8: Hold a final, international conference	27,000	13,000	4,000	44,000
Project Coordination Unit	27,000	22,500	116,100	165,600
Monitoring & evaluation	50,000	2,400	0	52,400
Audits	6,000	6,000	0	12,000
Contingencies	4,012	19,628	0	23,640
SUBTOTAL	383,000	205,096	179,904	768,000
Impact assessment account	2,000	0	0	2,000
TOTAL	385,000	205,096	179,904	770,000

DOCUMENT OF THE INTER-AMERICAN DEVELOPMENT BANK

PROPOSED RESOLUTION

Chile. Nonreimbursable Technical Cooperation ATN/--CH for the
Enhancement of Accountability among Civil Society Organizations

The Donors Committee of the Multilateral Investment Fund

RESOLVES:

1. That the President of the Inter-American Development Bank, or such representative as he shall designate, is authorized, in the name and on behalf of the Bank, as Administrator of the Multilateral Investment Fund, to enter into such agreements as may be necessary with the Fundación Ciudadana para las Américas, and to take such additional measures as may be pertinent for the execution of the project proposal contained in document AT-__ with respect to a technical cooperation for the enhancement of accountability among civil society organizations.
2. That up to the amount of US\$385,000 shall be authorized for the purpose of this resolution, chargeable to the resources of the Multilateral Investment Fund.
3. That the above-mentioned sum is to be provided on a nonreimbursable basis.