

Funding Application Form

Global Standard for CSO Accountability – Extension Phase 2018/19

SECTION 1: General Information

Date of grant request: 6 August, 2019

Revised: 29 September, 2019

Name of organization requesting funding:

*Rendir Cuentas,
Instituto de Comunicación y Desarrollo (ICD), on behalf of Rendir Cuentas*

Project title:

National, regional and global collaborations to strengthen CSO dynamic accountability

Wiring or Bank Information:

Account name: Instituto de Comunicacion y Desarrollo

Bank name: Banco Itau

Bank city and country: Montevideo, Uruguay

Account number: 2069878

Swift code: ITAUUYMM

Currency: US Dollars

Main contact persons: Anabel Cruz & Rosa Ines Ospina

Position titles:

- Anabel Cruz / President, Instituto de Comunicación y Desarrollo / Rendir Cuentas Coordinator
- Rosa Ines Ospina / Chair Transparencia por Colombia / Rendir Cuentas Coordinator

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Amount of funding request: € 44,941.12

Grant period: 1st. October 2019 – 30 October 2020

Envisaged project start: 1 October 2019

Project period: 12 months implementation (1 October 2019 – 30 September 2020) and 1 month (October 2020) for preparing reports and performing financial auditing.

Key staff or volunteers leading the project: Rosa Ines Ospina and Anabel Cruz



SECTION 2: Achievements and Impact

Note: All suggested projects have to be in line with the agreed objectives of the *Global Standard* extension phase (Annex I) and will be assessed against the agreed criteria (Annex II).

1. Which objectives of the extension phase does this project aim to contribute to?

This project will directly contribute to at least three of the agreed objectives for the Global Standard extension phase, namely:

- Promote the use and engagement with the Global Standard at the national, regional and global levels through the partnership
- Strengthen CSO capacity at the national, regional and international levels to adapt the Global Standard to their needs and contexts
- Inspire and nurture a global community of practice on Dynamic Accountability

In order to fulfil the above-mentioned objectives, Rendir Cuentas will develop an intertwined set of activities, that will contribute to one or more of the 3 objectives mentioned above. This project may also indirectly contribute to strengthen the organisational sustainability of the Global Standard, since a broad use of the Global Standard and stronger CSO capacities at different levels to adapt the Global Standard will lead to the organizations' greater ownership of the Global Standard. The project will also contribute to nurture a knowledge pool on accountability practices and the effects and results of the implementation of the Global Standard by different kind of organizations working in a variety of contexts.

2. Project description:

Between September 2018 and May 2019 and as part of the Global Standard first extension phase, *Rendir Cuentas* developed the project ***Contributions to the implementation of the Global Standard for CSO Accountability***. During the mentioned period, *Rendir Cuentas* advanced in institutionalising the use and implementation of the Global Standard and in collecting and systematizing information and knowledge on how the Global Standard can be used as a tool for Dynamic Accountability. Strategies included testing and implementing a self-evaluation tool vis-à-vis the Global Standard in several countries in Latin America and the Caribbean, as well incorporating innovation and technology elements through a web-based application adaptable to mobile devices. A total of 121 organizations in Argentina, Colombia, Peru and Uruguay self-evaluated their practices vis-à-vis the Global Standard by implementing a self-assessment tool developed by *Rendir Cuentas*. Furthermore, 39 out of the 121 organizations prepared improvement plans to address gaps and weaknesses identified through the self-assessment exercises. The online web-based app *Rendir-App* (app.rendircuentas.org) was used by some 100 CSO from all countries in Latin America, and beyond.

In this new extension phase, and based on the lessons learned, *Rendir Cuentas* aims to provide follow up to successes achieved in the first extension phase September 2018 to May 2019. In accordance with a spirit of decentralization and bottom up construction, *Rendir Cuentas* regional



proposal intends to work with network members in 3 to 5 countries in Latin America and the Caribbean (depending on specific activities), in the following lines of action:

1. Implementation and engagement with the Global Standard - Strengthen the capacity of CSOs at national, regional and global levels in principles and practices related to the Global Standard and to dynamic accountability.
 - Devising and preparing educational and support materials to address CSO needs to advance and implement specific Global Standard commitments (as result of self-evaluations). According to prior explorations, an emphasis is needed in the development of examples and guidance materials to address feedback mechanisms and improvement of dynamic accountability practices.
 - Providing follow up and technical support to a subset of organizations from 3 to 5 countries in Latin America and the Caribbean that devised improvement plans in the first extension phase. Various methodologies will be used, from site visits, follow up calls, advice on working plans, identification of resource materials, etc.)
 - Foster relationships with other networks and platforms, as AGNA and Forus, exploring complimentary roles and shared objectives.

2. Nurturing a knowledge pool and strengthening the Dynamic Accountability CoP in Latin America and the Caribbean
 - Systematization and processing data collected through varied channels: self-assessment tool implementation; national and regional meetings; CSOs responses to *Rendir App* application; and other various methods. Repackage processed information into different formats according to audiences for wide dissemination.
 - Preparing regional statements based on systematized information collected through self-evaluations processes and other means (Op-Ed pieces, articles, blogs, postings, policy papers, webinars, and similar materials).
 - Based on the identified needs of CSOs during their self-evaluation vis-à-vis the Global Standard (first extension phase), preparing templates and creation of opportunities for the proactive promotion of good practices exchanges related to Global Standard commitments 2 – 5 and 9. Diversity of formats to be used: webinars, policy papers, eventual peer-to-peer learning opportunities, etc.
 - Developing and testing one virtual training module that respond on how to address at least two of the more common CSO weaknesses identified in their self-evaluations (first extension phase).
 - Organizing a regional event to assess progress of dynamic accountability and Global Standard implementation in Latin America and the Caribbean.

3. Closing feedback loops and implementing dynamic accountability in practice through communication activities and dissemination of information actions
 - Increase the visibility of the Global Standard in Latin America and the Caribbean through diverse activities led from the *Rendir Cuentas* different electronic platforms (website, social networks, electronic newsletters, online courses, blogs, etc.). All activities will be



based upon a dynamic accountability approach, including possibilities for receiving feedback through different channels and consistent policy responses,

- Improve features of the *Rendir App* online application self-assessment tool, expanding its use and impact as a way to raise awareness about the Global Standard and also as a method to collect information about organization's accountability practices. Provide feedback in all cases and systematize results.

There are two specific lines of work that **are not part** of this funding proposal, but still will be an integral part of the working plan of *Rendir Cuentas* in the coming months and part of its strategy in years to come. On the one hand, given its strategic and political significance, *Rendir Cuentas* will cooperate with two Global Standard partners (InterAction and BCSN), in the form of exchanging experiences and providing support and advice. On the other hand, *Rendir Cuentas* will be in charge of the coordination of the global communications strategy for the Global Standard.



3. Desired outcomes:

Outcome	Strategy for Achievement	Measurements of success (numerical when possible)
Increased engagement with the Global Standard.	<p>Implementation of <i>Rendir Cuentas</i> self-assessment tool, increasing the base of CSOs impacted by the tool.</p> <p>Foster relationships with AGNA network and national platforms</p>	<ul style="list-style-type: none"> • Technical assistance and capacity building provided to <i>Rendir Cuentas</i> members. • 50 new CSOs have used the self-assessment tool. • <i>Rendir App</i> tool adapted for AGNA. Ten national AGNA platforms have self-assessed their practices.
Increased CSO capacities in terms of dynamic accountability	Follow up and implementation of working plans	<ul style="list-style-type: none"> • At least 15 organizations in 4 countries will have advanced in implementing their plans. Technical assistance provided, Improvements are measurable (i.e. via primary stakeholders and constituents' perceptions, or other adequate measures).
Contributing to the Global Standard Knowledge Pool and Dynamic Accountability CoP	Collecting, systematizing and disseminating information	<ul style="list-style-type: none"> • At least 3 Op-Eds pieces / policy papers or similar materials • Best practices policy summaries and reports are disseminated • One online course published, at least 30 CSO attend. • New feedback / dynamic accountability mechanisms have been explored. • A virtual regional event is held. Proceedings disseminated
Increase visibility of the Global Standard in Latin America and the Caribbean	Diversified communication strategies and methods	<ul style="list-style-type: none"> • Obtain 50% increase page views for the GS sections (<i>Rendircuentas</i> site). Feedback provided in all cases. • Meetings with government agencies, donors, academia and decision makers to explore and propose uses of the GS • At least 50 new organizations test <i>Rendir App</i>, receive and reflect on feedback provided.



4. Work Plan and Timeline:

Objective	Activities	Delivery Date
Increased engagement with the GS	Virtual meeting to engage members in this phase and agree on Terms of Reference for regional calls for proposals.	October 2019
	Regional calls for proposals disseminated - Proposals selected and partners informed. Agreements signed	November - December 2019
	Devising and preparing promotional and educational materials	January – March 2020
	Implementation of working plans in 3-5 countries	January – May/June 2020
	Seeking lobby and engagement opportunities with decision makers, academia and other sectors	November 2019 – September 2020
Global Standard Knowledge Pool	Collecting and systematizing information and feedback received	December 2019 – August 2020
	Repackage information, devise materials, prepare regional statements, resulting in widely circulated publications	January - August 2020
	Exchanges of good practices related to specific commitments	January – May/June 2020
	Developing materials for virtual training course to address implementation of GS commitments	January – March 2020
	Call for participants. Registrations and virtual training course conducted	April – August 2020
	Organizing and hold a virtual regional meeting	July – September 2020
Closing feedback loops – implementing DA	Information and communication actions based on a dynamic accountability approach	October 2019 – August 2020
	<i>Rendir App</i> application refined. Promotion to increase use and impact (mainly with AGNA members)	February – August 2020
Cooperation with GS partners	Working plans, timeline and expected results to be defined	TBD
Narrative and financial Reporting	Preparation of narrative and financial reports. Financial auditing	October 2020



5. Who will benefit from this project? Direct, indirect?

Several audiences will benefit from the actions of this project:

- a. *Rendir Cuentas* member organizations in 5 countries are direct beneficiaries of this project.
- b. More than 150 CSOs organizations belonging to *Rendir Cuentas*' community will also benefit directly from this project.
- c. The civil society sector at large in the countries where activities will be conducted will benefit indirectly, and CSO in the whole region will also benefit indirectly.

6. How will you engage various stakeholder groups?

Based on successful strategies implemented with the first extension phase, *Rendir Cuentas* will hold a series of activities trying to engage and commit its membership and larger CSO communities. An initial virtual regional meeting will be convened to present an update of the Global Standard implementation status and the opportunity to be part of the new transition phase of the project. The participants will agree on the terms of reference for selecting the *Rendir Cuentas*' members and countries to be involved and the criteria to guide a call for proposals.

At country level, the *Rendir Cuentas*' members selected for implementing this project will have the possibility to use many different alternatives to engage national CSOs in the process. Some strategies have been suggested after evaluating the first extension phase, namely:

- Holding meetings with CSOs under the scope of work of the *Rendir Cuentas* membership, to present and promote the Global Standard and the self-assessment tool;
- Convening organizations interested in implementing the self-assessment tool to specific face-to-face meetings, peer conversations and learning exchanges; on-site visits, conference calls and other motivational messages;
- Developing virtual training sessions using the *Rendir Cuentas* Moodle Open source platform, webinars, GoToMeeting, and other methodologies.
- Providing information by sending educational materials, the self-assessment tool and other resources to all related CSOs;
- Having national and even regional facilitators to answer any questions about the process and advising and working with specific organizations, both for the implementation of the self-assessment and for the preparation of the improvement plan;
- Including pieces about the Global Standard and the self-assessment tool and the importance of accountability and Dynamic accountability in specific communication strategies.

7. How will you monitor and evaluate your achievements?

A continuing monitoring process will characterize this project. *Rendir Cuentas* has a particular structure that allows for: (i) ICD, on behalf of *Rendir Cuentas*, to sign a specific agreement that includes the obligations and expected outcomes for each partner involved and the grants to be transferred, subject to performance; (ii) a regional co-coordination is responsible for a permanent follow-up and interaction with the project partners involved in the implementation, which allows for early alerts and proper adjustments during the process; (iii) at the end of the project's time frame each partner involved has to prepare a succinct report with their achievements, main lessons learned and future actions; and (iv) *Rendir Cuentas*' coordination conveys a regional



virtual meeting at the end of the execution period to share with all its members the results of the phase.

Furthermore, a regular contact with the Global Standard Secretariat will represent an important opportunity to evaluate the process, follow up actions and to introduce eventual changes if necessary.

8. How will you ensure the results from this project are sustainable?

In general terms, *Rendir Cuentas* activities for more than one decade have aimed, first and foremost, to strengthen civil society accountability practices in Latin America and the Caribbean. *Rendir Cuentas* plans to continue doing so. As one of the more active and effective Global Standard project partners, *Rendir Cuentas*' commitment with the long-term implementation of the Global Standard. Towards the future one of the main tools *Rendir Cuentas* will continue using for strengthen CSOs accountability is the implementation of the self-assessment tool that clearly helps the organizations to identify their areas of improvement and at the same time generates important information to speak about the sector and its opportunities.

In particular terms, once you have an organization involved with the self-assessment and with preparing an improvement plan, it's almost sure the organization will want to continue working on the findings trying to increase its scores and performance. At the same time, with this particular assessment of their strengths and weakness the organizations tend to look for better practices among the sector and be part of a continuing knowledge exchange. What we couldn't ensure is how much the *critical mass* of CSOs involved will grow in the future without fresh resources. And this is crucial for assuring the impact of the Global Standard project as such.

9. Have gender specific issues and programming/budgeting been included in developing this project? If so, please explain how.

One of the emphases of the work around knowledge strengthening will be related to the implementation of the Global Standard second commitment on gender equality. One of the actions foreseen includes to prepare and to hold a virtual training module and active promotion of exchanges and sharing of good practices of organizations.

10. Are there any environmental impacts of this project and/or the organisation? If so which and how are these managed with?

No environmental impacts can be foreseen at this stage. This project can also be a good opportunity to promote knowledge strengthening around the fifth commitment No.5 on how to contribute to a healthy planet.



SECTION 3: Financial Information

11. Please list other key donors or sources of income:

Source	Description	Amount (EUR)	Notes
<i>Rendir Cuentas</i>	Coordination work	Approx. € 50,000	Coordination work is mainly provided pro-bono by Rendir Cuentas co-directors
<i>Rendir Cuentas partners</i>	Overhead costs; coordination at national level	Approx. € 60,000 (€15,000 per organization and per country)	Funds solely available for project activities. Rendir Cuentas members contribute with other related costs indispensable for the execution of projects
<i>ICD, TxC, Regional Fund</i>	<i>Rendir App</i> application	Approx. € 20,000	Design; Set up application; first prototype, validations, tests, hosting.
<i>AGNA and ICD</i>	Adapting <i>Rendir App</i> application	AGNA approx. € 2,000. ICD approx. € 2,000	System developing, testing, generating prototypes, final version online
Total amount provided by other sources			134,000 €

12. Due Diligence Documents: The following documents have been attached:

- 1.1 Description of Rendir Cuentas/ICD: work, structure/ mission / board and governance
- 1.2 Legal registration status / Certificate of incorporation/ Articles of association
- 1.3 Current tax and VAT status
- 1.4 Most recent (2018) organizational financial audit
- 1.5 Specific anti-fraud and anti-corruption policies
- 1.6 Organigram or another staff/task structure (project responsibility)
- 1.7 Procurement policy

13. Detailed budget proposal, including expected expenditures has been the attached

Meetings and workshops and support in 4 countries	€ 8,000
Professional services and fees	€ 22,626
Implementation of improvement plans	€ 8,000
Other costs (audit)	€ 1,500

Total costs	€ 40,026
Overhead 12%	€ 4,815.12
Total requested grant	€ 44,941.12

Note: Proposal exceeds 40.000 €. Mandatory audit costs included in the budget.



SECTION 4: Risk assessment

Internal and external risks as perceived by *Rendir Cuentas* are presented below. The possibility and impact of each risk and how the risks can be managed are also included.

Description	Possibility and impact	Mitigation
Not receiving funds on time	Depends on donor. Impact would be high	<ul style="list-style-type: none"> • It will be necessary to reschedule activities and working plan
Not enough CSOs interested in using the self-assessment tool due to lack of time, resources or not wanting to compete with their particular national accountability tool.	The possibility is medium. Its impact should be high	<ul style="list-style-type: none"> • <i>Rendir Cuentas</i> (RC) coordinators have decided to repeat methodology that incorporates not only members already involved with the GS, but also open regional calls for other RC interested members to express individual commitments with the expected outcomes of this proposal. We'll allow each member to stipulate how many organizations they will be able to supervise (minimum realistic number are 5 CSOs). • Amount of resources allocated to each member (as per agreement to be signed), will be based on the number of CSOs finally involved.
Initiation of the project, envisage for October 2019, is a date too close to the fiscal year end. This may imply problems with the planning process for CSO, especially for the execution of their improvement plans	Possibility is real and the impact would be high	<ul style="list-style-type: none"> • <i>Rendir Cuentas</i> is already making efforts to motivate organizations to keep the momentum until resources available to work closely with them. • At the end of previous phase, <i>Rendir Cuentas</i> members agreed on working on their improvement plans even if direct support was not immediately available.
Not to have easy access to best practices information to share	Possibility is low - impact to be medium	<ul style="list-style-type: none"> • Specific efforts will be carried out to ensure availability of the information: research, compilations and right incentives for the organizations through public recognition.
Fewer than expected organizations produce improvement plans, based upon the results of the self-evaluation exercises	Possibility and impact are low	<ul style="list-style-type: none"> • Based on lessons learned, self-assessment tool needs adjustments to introduce, perhaps mandatory, the need for ending up the exercise with an improvement plan. • To systematize previous experience: it can be a motivation factor to share with new organizations.



SECTION 5: Comments

Please provide any other information you think will help us understand the project you are proposing.

NA

REALLOCATION DUE TO COVID

Due to the COVID-19 pandemic, some activities in this proposals were amended. The delivery period of the project was also extended to 30 November 2020. The affected activities are revised as below:

- In person capacity sharing meetings have been taken online
- Site visits for technical assistance were not able to take place, instead virtual methods were used