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## Submission Snapshot

**Date Submitted**

14 Mar 2013

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**Reference No.**

GPSA-7JT4

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**1.1 Project Title**

BUILDING TRANSPARENCY AND SOCIAL ACCOUNTABILITY TO ENHANCE DEMOCRATIC GOVERNANCE

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**1.3 Project Overview**

**Recipient/Executing organization name:** FOPRIDEH - FEDERATION OF NON GOVERNMENTAL ORGANIZATIONS FOR THE DEVELOPMENT OF HONDURAS

**Address of the recipient organization:** Lomas del Guijarro Sur, Montecarlo Ave., Block W, House # 1362, Tegucigalpa M.D.C, Francisco Morazan, Honduras.

**Country in which applicant CSO is a legal entity:** Honduras

**Mentee(s) organization(s) name(s):**

**Project Manager:** Rolando Bu Zaldivar

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**Project start date:** 15-Jul-2013

**Project end date:** 31-Dec-2016

**Project geographic scope:** a) National and b) Sub - National level in the western, central and south regions.

**Total project cost:** 619,000 USD

**Additional financing sources:**

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## Section 2: Project Objectives

**2.1 Project Objectives**

General Objective: Contribute to the strengthening of CSO's to improve their capacity to monitor and advocate purposefully with initiatives that improve transparency and accountability fostering democratic governance in the country.

**Specific Objectives:**

SO1. Advocate to purposefully influence reforms, public policy, norms and regulations that regulate national and sectorial procurement systems.

SO2. Contribute to a more responsive service delivery through demand for good governance.

SO3. Strengthen CSO's capacities to implement best practices and mechanisms to foster transparency and social accountability.

With the fulfillment of these objectives we expect to accomplish results per specific objective in terms of approved reforms, policies, regulations or norms proposed by the project on national and sectorial procurement matters; a well established citizen observatory able to monitor, report, inform, engage citizens and recommend improvements on service delivery of education, health and roads at a sub-national level; civil society community based organizations engaged with demand of good governance and implementing good practices and mechanisms for transparency and social accountability; and, civil society organizations certified under a standard of best practices on transparency and social accountability.

**2.2 Focus Area**

Social accountability initiative or program; CSO Institutional strengthening; Capacity-building and technical assistance

**2.3 GPSA Pillars of Governance**

Transparency; Representation and voice; Accountability; Learning for improved results [required]

**2.4 Project Goals and CSO's Mission**

FOPRIDEH is a one of kind organization in Honduras, as it is the only Federation legally established as such and whose main purpose is to serve the strengthening of its affiliated organizations and influence decision makers on development matters, but more importantly contributing to democratic governance in our country. For many years FOPRIDEH has aimed to implement initiatives that contribute to transparency and social accountability through social audit, advocacy for the approval of the Public Access and Transparency Law, citizen empowerment to demand good governance, corruption studies and capacity building on transparency and accountability. In 2011, as part of an institutional practice, FOPRIDEH revised its strategic plan for the next 5 years, identifying 7 strategic areas: 1. Representation, given that FOPRIDEH is recognized by stakeholders as a reference for civil society, we represent civil society in different multi-stakeholder spaces such as the Consultive Committee for ONCAE and the board of directors for the MCA implementation unit, now managing government road projects financed with external aid (WB, IDB, BCIE,); 2. Membership strengthening, aimed at strengthening capacities in its member organizations in terms of transparency, management, technical assistance and others; 3. Democratic Governance and Transparency; 4. Communications and Knowledge exchange; 5. Public Policy and Public Institutions Advocacy; 6. Fundraising, Resources and Sustainability; and 7. Administrative Management. This project will contribute to our efforts mainly in 5 of our 7 strategic areas,(Representation, Membership Strengthening, Democratic Governance and Transparency, Communication and Knowledge Exchange and Public Policy and Public Institutions Advocacy) coherent with our work over past years and our institutional mission. The mission and vision can be found in our website [www.foprیده.org](http://www.foprیده.org) and our annual reports, attached in this proposal.

## 2.5 Project's Beneficiaries

**2.5.1 Project's main direct beneficiaries:** The project has an impact at a national level and at a subnational level, for beneficiary purposes, FOPRIDEH likes to think of them more as our partners and not just beneficiaries, because change comes with empowerment and citizens engage more effectively when considered partners and participants as opposed to beneficiaries. Having said that, our direct participating partners will be identified at a sub-national level, for specific objective 2, citizens from the municipalities of the western, central and southern region of the country. Our focus will be citizens that benefit from health and education services at a local level (schools and health centers). For specific objective 3, our participating partners will be citizen transparency commissions, community based organizations (i.e.. water boards), legally established civil society organizations (i.e.. NGO's) and FOPRIDEH's thematic internal commission for Democratic Governance, comprised by several of our member organizations institutionally identified and in relevance with transparency, governance, anti-corruption, advocacy, accountability and citizen empowerment initiatives.

**2.5.2 Project's indirect beneficiaries:** For our specific objective 1, the indirect beneficiaries or participating partners will be considered to be all citizens in the country as a whole, because through this objective we aim at governance reforms through our representation in the Consultive Commission for ONCAE, where our main role is to revise and recommend regulations, norms and policies for the national procurement system and where we will bring proposals derived from the collaboration provided for by FOPRIDEH's Democratic Governance thematic commission. In addition, we will reach a nation wide range of participating partners through specific objective 2, in matters regarding roads.

## Section 3: Project Description

### 3.1 Sectors of Focus

**Public sector – State Reform:**

**Transparency/ Access to Information:** National

**Budget Accountability:** District/Local

**Procurement:** National

**Anti-corruption:** District/Local

**Sector Reform:**

**Education:** District/Local

**Health and nutrition:** District/Local

**Transport (roads/public transport):** National

### 3.2 Project Strategy

**3.2.1 Governance and/or development issues:** Our project addresses three key issues in our country that debilitate governance and hence the efforts put into development initiatives. First key issue, weak and ineffective rule of law on matters regarding our national procurement system. Being appointed as CSO representatives in the Consultive Committee for ONCAE, we will actively participate and present proposals for reforms that will be validated previously through a constructive process within our D.G thematic commission. Second key issue, the

lack of and poorly delivered citizen services foster an environment of little credibility and respect for public institutions, as well as a growing discontent of citizens with the democratic system. We will focus on specific services within Education and Health at a local level where we will engage citizens to monitor the service, work with the public institutions to improve the services upon recommendations from the monitoring reports, fostering a more reliable and accountable environment between citizen-public server. Third key issue, accountability is not limited to the public figure, CSO's need to be responsive and accountable for. The project will aim at designing Transparency and SAcc. standards for CSO's and capacity building for its implementation.

**3.2.2 Strategy for building multi-stakeholder support:** One of the project's best asset is FOPRIDEH's membership structure, a nation wide network in itself that is organized by regional coverage and thematic commissions, having a specific commission for Democratic Governance issues. Aside from our network, we are part of many coalitions and have been in the past a pioneer organization in coalition-building for advocacy, as we did with the creation of Alliance 72, responsible for promoting and advocating for the approval of the Public Information and Transparency Law, the Special Law that fosters a rule of law for NGO's and recently participated in the creation of a coalition, among with several other organizations, Citizen Alliance for Transparency. To promote multi-stakeholder support for the project we will enable the participation of our thematic commission and other coalitions towards the projects objectives at a national level. At a sub-national level we will work with our network of NGO's, and use communication & friendly technology (social networks, public information campaigns, SMS etc.) to engage citizens and media.

**3.2.3 Strategy of constructive engagement:** In recent years, social monitoring (social audit) practices implemented by CSO's have been conducted with a confrontative outreach to public officials. However, it has been a practice for FOPRIDEH to enable a collaborative environment with state stakeholders, specially when advocating for reforms. Our focus has been to promote trust and respect to allow for constructive collaborative proposals for change and reform. The project, will generate information through the citizen observatory, where we will not only process information from the citizen's or CSO's view point, but will provide for public official engagement, providing recommendations to improve the quality of the service. As well as providing two-way capacity building in order to improve the demand and offer of the service. The proposals for national reform regarding procurement systems will be managed directly through FOPRIDEH in our participation with ONCAE.

**3.2.4 Communications and outreach strategy:** The project will focus on enabling public information campaigns friendly to all audiences, the use of social networks and technology to establish fluent and engaging communication. The intention will be to share the sub-national experiences at a national level to create a wave of public opinion that will attract media. Through component 2 and component 4 (Knowledge and learning) we will make sure citizens engage through the use of simple technology and social networks with the project.

**3.2.5 Social accountability mechanisms or tools:** Component 2 of the project is our most prominent social accountability tool, the citizen observatory. This observatory is thought out to combine technology and social action to move away from traditional social audits and monitoring, instead we will design an amicable tool that will engage any citizen within reach of a SMS capable phone to report in the moment any situation regarding the provision of a determined service in education and health at a local level and roads at a national level. This tool will be used to generate a series of other tools product of the use of the observatory, for example we will use citizen satisfaction surveys, implement follow up meetings with public officials to monitor the recommendations made by the observatory, define service delivery standards and good practices. The use of a self regulatory system and a capacity building program in component 3, will allow for CSO's to be more efficient and innovative in implementing and proposing initiatives for the new generation of social monitoring and accountability.

### 3.3 Social Accountability Tools

**Transparency and Access to Information:** Develop policy proposals to advance new, modify or reform existing transparency and access to information legislation or regulations (national, state/provincial, municipal, sectoral), Develop information and communications materials to make public information accessible to targeted audiences

**Voice and Representation:** Develop civic application to display public information and engage citizens or targeted audiences through the use of ICT tools (e.g. crowd-sourcing, SMS), Capacity-building of CSOs, CSO networks and/or targeted citizen groups, Setting-up or strengthening state-civil society councils or committees, Use of formal public petition process or organization of informal collective petition process (e.g. using web-based petition tools), Use of formal citizen participation mechanisms (e.g., public hearings, participatory rulemaking processes, etc)

**Accountability:** Develop web-based civic application to monitor (national, state, municipal, sectoral) public programs and institutions, Independent budget monitoring (including budget expenditures tracking, budget process monitoring), Design and implement community scorecards to assess service delivery (availability of inputs, service quality), Design and implement social audits of public policy/public program implementation, community-based monitoring of public works' execution, Independent monitoring of procurement and contracting processes, Design and implementation of complaints handling or grievance redress mechanism, Use of international standards and monitoring mechanisms to monitor (national, state/provincial, municipal, sectoral) country's compliance, enforcement and implementation of policies and programs

### 3.4 Summary of Project Components

**3.4.1 Project summary:** The projects main components reflect on the project objectives. Component 1: Governance reform. In this component the projects main goal is to influence reforms and regulations in the national procurement system, through ONCAE. To meet this goal we will participate actively in the Consultive Committee for ONCAE, hold work meetings with our Democratic Governance thematic committee to discuss reform agenda, establish a work plan, hold capacity-building workshops with the committee, draft proposals, submit proposals in ONCAE's Consultive Committee. The participating partners will be the CSO's members of the D&G thematic commission, engaging other CSO coalitions for transparency and members of ONCAE's Consultive Committee.

Component 2: SAcc for Transparency. We seek to engage citizens with demand for good governance to foster a more responsive and efficient public service. To meet this goal we will design and establish a citizen observatory, collaboratively build service delivery standards (CSO's, citizens and public servers) and monitoring guidelines, implement public information campaigns, engage citizens with the use of the observatory, technically assist public servers to implement recommendations produced by the monitoring reports. This will benefit directly citizens that seek services in health and education at a local level, as well as roads at a national level.

Component 3: CSO Strengthening. We aim at building internal capacities in CSO's to improve their SAcc and transparency mechanisms. We propose to design and implement a Self-regulatory system that will establish institutional standards that need to be met in order to be a Transparency and SAcc organization, as well as implementing capacity building workshops to implement the standards needed for certification.

Component 4. Knowledge and Learning, this component will seek technological and amicable tools to share experiences and practices, specially at the local level to motivate a chain reaction into other sectors. This will be part of the citizen observatory technological platform, and as pointed out earlier it will not be limited to just generating information, but will be used for interaction between public officials and citizenship. Exchange of

knowledge will benefit the entire country and other countries that will be able to experience this practice through the accessibility of the web.

**3.4.2 Summary of lessons learned:** Governance and development are hand in hand key to maintain any democracy. In the past we have seen how we have grown as CSO's and our participation is ever so more active and respected by government. However when it comes to transparency and SAcc. we have learned many important lessons, this project has been thought around very specific key lessons that innovate the way we have perceived social monitoring (social audits) in our country. Social monitoring is not effective unless done under a collaborative process between stake-holders (citizenship-public officials), as opposed to a confrontative approach. This just aggravates the power relations between server and servee. Which is why the social monitoring proposed by the project strategically proposes to engage stake-holders building SAcc for an improved service delivery, monitoring not only the formality of compliance with procurement regulations but with the quality of the service in itself keeping in mind that standards for accountability rely on efficiency, effectiveness and fairness.

Furthermore, one big lesson is the need to engage citizens nation wide to promote the demand for good governance, we have fallen short in that sense as to engage only on those part-taking on direct monitoring actions, and this needs to become a public opinion issue for all hondurans, which we will promote through public information campaigns.

Finally, as CSO we have become used to demanding transparency yet forgetting we are accountable as well and for that we propose the self-regulatory system.

**3.4.3 Alternatives considered:**

## Section 4: Project Implementation

### 4.1 Capacity Building

Our project includes capacity building for CSO's on two levels, one focused on a target group of community based organizations (citizen transparency commissions, regional network of citizen transparency commissions, citizen based movements for transparency) this particular capacity building will focus on areas related to implementation of transparency and SAcc. initiatives such as application of the Access to Publication Information and Transparency Law, increase citizen engagement and support with their initiatives, social monitoring practices and budget analysis and as part of their organizational areas, capacity building for implementation of accountability and transparency tools. For this capacity building, we have sought partnership with two of our member organizations, with experience in this field and doing so at local and regional levels.

Our other focus will be capacity building provided mainly at an organizational level for NGO's, yet applicable to community based organizations as well, in Honduras, through the implementation of our Self-regulatory system, where we will establish transparency and accountability standards for CSO's in accordance to our rule of law and international best practices, and work with them through the certification process. This self-regulatory initiative has been a long time coming aspiration for FOPRIDEH, being a pioneer in this area through a basic self-regulatory system in its membership regulations, but we aspire to formalize this initiative and open it for any interested CSO, working alongside authorities from URSAC (the government unit for civil associations registry and monitoring) in the certification process, looking to create a better image and diminishing governmental intent to control and restrict our actions by questioning CSO's transparency and SAcc.

Further description of our capacity building areas regarding specific activities with external beneficiaries are

describe in Section 3. Component 1 and 2.

## 4.2 Role of Partners

The project consists of 3 programmatic components and 1 knowledge and learning component, during the design of the project we sought partners within our membership to guarantee the project will foster network and coalition building. The partnerships were identified in relation to the institutional capacity of our members in terms of the proposal. Hence, we identified three partnership levels: 1. Democratic Governance Thematic Commission, this commission is comprised of organizations within our membership with institutional strategic objectives focused on transparency, SAcc; sectorial service delivery monitoring and public policy advocacy. The commission will be our most representative partnership, as they will define a thematic agenda to collaborate on validating, drafting and proposing reforms in governance. This is key to our project, because CSO support is crucial to proposals for public policy, regulation and normative reforms or making. This commission will also be our coalition platform from which we will boost our agenda on to public opinion, mainly in accordance to activities described under Component 1.

2. CARE International and CDH (center for human development), as FOPRIDEH members and given their experience and capacity building track record at sub-national levels, collaborated with this proposal and have established interest in being capacity building facilitators in the western and southern regions of the country where we will implement components 2 and 3 with their collaboration.

## 4.3 Monitoring, Evaluation and Learning

**4.4.1 Monitoring:** The project has foreseen and has considered human resources to implement a monitoring and evaluation plan. The project's Monitoring system consists first and foremost, determining periodicity in technical reporting under the results framework. We will define a process flow with milestones to measure efficiency in the execution of times and results met. The monitoring part of the plan will work under two phases 1. document based revisions, where we will review the project's documentation (participant reports, meeting aids, reports, outputs,) to later proceed to the second phase, 2. On site reviews, to verify documented information. The monitoring plan will focus on: 1. Beneficiary or participant report, segregated by gender. 2. Meeting aids/workshop memoirs under a template to facilitate information on the quality of the event. 3. outputs. Monitoring and evaluation will work closely with the technical coordinator to ensure the citizen observatory and the self-regulatory system have monitoring tools that allow for monitoring implementation, not only programmatic results.

**4.4.2 Evaluation:** The project's evaluation methods will be part of the Monitoring and Evaluation plan, and we will rely on the principle of evidence based evaluation, meaning that verification of project outputs will contribute to evaluate intermediate outcomes. As part of component 2 and 3, we will use user satisfaction surveys upon entry and upon exit to assess the impact of our intervention. We will set guidelines built with stakeholders participation so we are understood on all levels on what the programmatic outreach is and hence understanding what is being measured or evaluated. The evaluation will be part of the Monitoring and Evaluation responsibilities for which budget has been allocated.

**4.4.3 Knowledge and Learning:** Knowledge and learning is our number 4 component and closely related to component 2, both components will be worked together using the same technological platform but focused on their own objectives, but one will feed the other. Through the K&L component we will process information produced by the observatory in friendly formats, understandable by any common citizen presented in forms of Visual systematization, good practices bulletin, lessons learned log, experience exchange forum, a tool box where we will upload important resources for CSO's, quick tips section and a citizen's voice network. For these activities we will

require personnel considered in our team proposal and funds, for which we allocated 5% of the total costs for components 1,2 and 3.

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#### 4.4 Sustainability

Sustainability of any project has been and will be a persistent challenge for CSO's, however now more than ever we need to ensure innovative mechanisms are implemented to guarantee some level of sustainability. In this project's case, we consider Component 1 and 3 to be highly likely to continue beyond the duration of the project. In the case of Component 1, because the Democratic Governance thematic commission is a permanent body within FOPRIDEH's membership structure and because FOPRIDEH is a member of the Consultive Committee for ONCAE by decree. Therefore, we will continue on having opportunity to influence government's transparency and anti-corruption agenda. In component 3 we see an opportunity to develop the self-regulatory system and making it sustainable in itself, providing the certification process as a service to CSO's that will include the assessment necessary for first time certification but will require periodic updating at a fair rate in order to have enough income to maintain the system working. As for Component 2, our expectation is that the experiences from the service delivery monitoring under the premises determined in component's description combined with activities under component of Knowledge and Learning will allow the model to be replicated in other services.

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