

Project Document Format for non-CPAP Countries or Projects outside a CPAP

Governance Assessment: How Democratic is Democracy in Chile? United Nations Development Programme Country: Chile Project Document

UNDAF Outcome(s):

The country will strengthen institutions and policies focused on decreasing inequalities and discriminations, with special accent on gender and ethnic groups.

Expected CP Outcome(s):

Democratic institutions consolidated.

Expected Output(s):

- a) "Existing democratic governance indicators mapped around three main thematic areas: political parties, electoral system and political regime",
- b) Governance Assessment framework designed with the participation of national and international experts and national stakeholders
- c) Governance assessment framework developed and validated through a participatory multi-stakeholder consultation process with civil society and academic organizations, government, political and elected officials, and historically marginalized groups (women and indigenous communities in particular);
- d) Key stakeholders informed and trained and general public informed on governance assessment results and its use for policy-making and reform.

Executing Entity: UNDP

Implementing Agencies: UNDP and Consortium of think tanks (CIEPLAN, CEP, Libertad & Desarrollo, Projectamerica)

Project Summary

The project aims at establishing the foundations and developing a governance assessment in Chile through a multi-stakeholder nationally driven process. By strengthening national capacities it will help government and non-government actors to identify, map and analyze key challenges facing governance in Chile today and advance policy reform in the areas of political parties, electoral reform and political regime. The project will be executed by UNDP Chile in coordination with a consortium of four national Think Tanks (CIEPLAN, CEP, Libertad & Desarrollo and Projectamerica) representative of a broad ideological spectrum and will seek to foster inclusive participation of other social and political sectors with a particular emphasis on historically marginalized groups such as women and indigenous communities. Key aspect of this project are 1) to nurture a debate on how democratic is Chilean Democracy based on internationally validated tools such as governance pertinent indicators and 2) to provide key political and social actors with a baseline assessment of governance that can serve for future assessments of democracy.

Programme Period:	2009 - 2010
Programme Component:	Democratic Governance

Project Title: *"Governance Assessment: How Democratic is Democracy in Chile"*

Atlas Award ID:	_____
Project Duration:	22 months

PAC Meeting Date	19- 01- 09
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Total resources required	
Total allocated resources:	\$160.000
• Regular TRAC	\$60.000
• Other:	
UNDP OGC	\$100,000
Unfunded budget:	_____
In-kind Contributions	\$96,000
<i>(Salaries and infrastructure think tanks)</i>	

I. SITUATION ANALYSIS

During the past two decades, Chile has consolidated its political stability, maintained high levels of economic growth and made significant strides towards improving the living conditions of its population. While in 1980 the country had a Human Development Index of 0.747, today it measures 0.874 placing it 40th in the world in terms of human development. Moreover, since the mid 1980s, Chile's economy has grown at an average rate of 5 percent per year. This has led to a dramatic reduction in poverty rates—from 40 percent in 1990 to 13.7 percent in 2006. A variety of cross-sectional and survey data indicate that Chile has successfully reduced poverty, targeted its social policies, and increased household well-being over the past decade. Thus, Chile is successfully achieving the Millennium Development Goals.

In the meantime, the country has also made significant inroads towards strengthening its state apparatus to deliver public policies and political institutions, achieving consistent political stability during the past few decades. The 2004 UNDP report *"Democracy in Latin America: Towards a Citizen's Democracy"*, includes Chile among the countries that had made the most advances towards strengthening electoral institutions and procedures.

However, despite the many achievements, and its well-recognized democratic stability, Chile faces growing citizen's disenchantment with democracy, low levels of legitimacy of key democratic institutions, decreasing electoral participation—particularly among youth—persistent exclusion of women and indigenous population of elected positions, as well as other problems relating to its political institutional framework. During the last local elections held on October 2008, only 46,6% of adults over 18 casted eligible votes. One of every three Chileans did not register to vote (3.855.725 million citizens). In 2008 only 20% of youth between 18 and 29 years of age were registered to vote, and the percentage of young adults between the ages of 30 and 39 has been also steadily decreasing: while in 1992 91,7% of this group had registered to vote, today only 63,2% have done so. In terms of gender representation the country also faces increasing challenges. Only 12,6% of congress members are female, in opposition to the average of 21,5% of women in legislative positions in the Americas and 18,4% in the world.

Relations between the executive and legislative power, the role of key political institutions such as the Constitutional Court, and the Electoral Service are subject to heated debate with different sectors calling for reforms. The multiparty nature of the political system and the quorums required to approve legislation make the exercise of majority in legislative a persistent governance issue, as well as the distribution of powers between the executive and legislative powers.

Public opinion surveys consistently show that political parties are the institutions with the lowest level of legitimacy followed by Congress. In a national survey conducted in 2008 by the UNDP and four academic institutions, only 6% of respondents (over the age of 18) said that they had high or strong trust of political parties, while 91% expressed little or no trust of these actors. In the same line only 16% expressed high trust for Congress while 82% manifested having little or no trust in this key institution for a democratic regime.

Lastly, levels of corruption, that had been traditionally low, are perceived to be rising by the general public, the media and political actors. In the last few years several corruption scandals have come to light, questioning the traditional view of a very clean and transparent public service and institutions. The governing coalition has been particularly criticized by the opposition as its 18 year-long term in office is perceived to be a problem in terms of corruption. Thus while Chile continues to be placed among the countries with the lowest levels of corruption by most international organizations (in 2008 it placed 23rd in Transparency International's Corruption Perception Index), key stakeholders and citizens consider corruption as a key problem hindering democracy and development. The regional survey conducted by the Latin American Public Opinion Project (LAPOP) found that in 2006 64,6% of citizens believed that corruption among public employees was generalized or somewhat generalized. This percentage had increased to 65,9% by 2008.

Democracy in Chile is thus faced with challenges to advance towards greater levels of participation, improve its representation and accommodate its existing institutional framework to the political, social and cultural transformations that the country has experienced during the last decades. Chile is a middle-income country which has made significant inroads towards improving human development, as it reaches its bicentennial as an independent nation, both government and civil society actors are calling for an in-depth debate regarding democracy's present deficiencies and future challenges.

Acknowledging these challenges, the current government has placed considerable attention to the question of improving normative and institutional framework for democracy to improve institutions and procedures. An important objective of President Michelle Bachelet's government program was to ensure that the Chilean democratic system "guarantees civil and human rights protection, the expression of different political perspectives and citizens democratic control over decision makers".

In the past few years, several reforms (such as the reform of the 1980 Constitution for instance) have sought to deepen democratization after formal regime transition from authoritarian rule in 1990. In the last years the government has elaborated further proposals to reform voter registration, the electoral system, introduce gender quotas, the norms regulating political parties, legislate to regulate lobbying activities, provide a framework to regulate citizen's access to public information, among other issues. Most of the reforms included in the current government's "Agenda for a Better Democracy", have not been discussed or approved yet, but there is considerable debate and growing awareness among academics and political actors of the need to critically assess the strengths and weaknesses of Chilean democracy.

Within this context it seems that this is an auspicious moment to make a balance of democratic governance: what has been accomplished and what needs to be improved. This balance is also favored by the electoral and historic period that the country will face in the coming years. At the end of 2009 presidential and congressional elections will be held, opening the opportunity for an alternation in power of the coalition that has been in power since the return of democracy in 1990, transforming issues of political reform into key aspects of public debates. Furthermore in 2010 the country will commemorate 200 years of independence. This celebration has sparked great interest both from the state and society; architectural projects are in the making, artistic and cultural revisions of the country's past and present are being prepared together with a series of broad assessments regarding Chile's past and present in an array of areas.

In the past five years, “Governance assessments” have been undertaken in countries all around the world leaving evidence on good practices and particular environments for successful assessments. According to these criteria (as reported in the OGC document “Supporting Country-led Democratic Governance Assessment”), Chile is a perfect candidate for a DGA (Democratic Governance Assessment) because its preparedness concerning political and development context, political commitment, Institutional capacities, managerial capacity and resources is optimal.

This project proposes to contribute to the broader process of reflection and evaluation underway in Chile in line with the preparations of the Bicentennial celebration in 2010. It proposes to focus on the production of tools that can serve as the basis of knowledge for a serious assessment of the quality of democracy. The project seeks to conduct a governance assessment as proposed in article 92 of the current UNDP Strategic Plan through a process of inclusive participation with a particular focus on international norms and values regarding human rights, corruption and accountability, gender equity, participation and representation. The project will seek to serve the needs of policymakers identifying institutions and processes for reform and setting a benchmark towards which governance can be assessed in the future. It will also make the knowledge and information gathered available for policy makers, social and political actors, and citizens at large by creating an electronic database that can be easily accessed for present and current evaluations.

By establishing a partnership with a consortium of respected national CSOs the project will enhance dialogue with the Chilean civil society and political parties and give tools for the project long term sustainability. Lastly, the project will also support DG corporate outputs by building a multi-stakeholder approach that will strengthen government accountability on key governance areas. Furthermore, the project is a component of the CPAP objective to create bridges between academic groups and think tanks in order to open discussion forums ensuring quality of analysis.

II. STRATEGY

The project proposes an innovative strategy to confront the challenges facing democratic governance in Chile today. Governance assessments as implemented both by UNDP and IDEA International in many countries of the world have successfully contributed to generating national debates, broader public awareness of governance challenges and policy changes to confront them. No such initiative has ever been implemented in Chile before; its innovative contribution would be to link fundamental principles of democracy, mediating values, and specific questions in order to test the overall quality of democracy, identify key areas for democratic reform all through a broad participatory process. The project would serve as a catalytic tool by coinciding with two significant watershed moments for the country: a presidential election with a possible alternation in power of the governing coalition and Chile’s bicentennial Independence celebration in 2010. Both events, but the latter in particular, will serve to mobilize academic, political and social sectors in evaluating the past and present while outlining future challenges for the country.

Conducting a governance assessment based on international standards, methodologies and information but driven and constructed by national actors would thus

be a timely and innovative contribution for this broader evaluation process. Nevertheless, the project also entails risks since it would be conducted in a highly polarized partisan political atmosphere. This provides a key opportunity for UNDP to play a mediating role and provide legitimacy through its non-partisan international reputation as a development agency.

The project seeks to develop a framework for assessing democratic governance in Chile that would include a mapping of existing national and internationally produced governance indicators and information. This framework would be validated through consultation processes before data gathering begins, results would be translated into reports that can be easily access by the general public, policy makers and key stakeholders and later discuss within a broader debate on democracy in Chile.

A central component of the project's strategy is to maintain the highest levels of consultation and participation of different actors, including the views from a diversity of Chilean society sectors (youth, women, universities, NGOs, political parties, members of parliament, executive branch etc.), through spaces for reflection and discussion such as seminars, workshops or meetings. The project aims at nurturing a national debate with relevant and validated tools on democratic governance and with experiences from other countries that have embarked in similar processes, but also contribute to promote south-south cooperation and best practices for future work on countries facing similar challenges.

Within the preparation and execution of the project, UNDP Chile will establish a partnership with a consortium of prestigious and respected national think tanks, representative of the broad ideological spectrum. The consortium is composed by CIEPLAN, CEP, Libertad & Desarrollo and Projectamerica. This partnership has matured over the last three years as these institutions implemented a project funded by UNDEF to promote a set of proposals for political reform in the areas of electoral and political party systems. The lessons learned, and the public recognition of the consortium's work as a pluralist and high level coalition for political debate provides an important asset to build on a governance assessment as proposed here.

In the CPAP work strategy on governance issues it is planned that UNDP will organize citizen consultancy forums such as the spaces created by this project. It also contributes towards achieving UNDAF outputs for the country as it will produce "*tools and studies to measure government initiatives impact on inequalities and poverty reduction*" and therefore also validated tools to monitor the progress of MDG's in Chile.

UNDP's comparative advantage in promoting and nurturing country-led governance assessments derives from its position as the leading United Nations Agency on democratic governance, its focus on long-term capacity development, its expertise and experience in democratic governance, its experience with human development indicators through the National Human Development Reports, its engagement in Millennium Development Goal (MDG) monitoring, and perhaps most importantly, the trust it enjoys among national and international actors.

In particular, UNDP has proven strengths in the following areas:

- Providing support to capacity development efforts for both state and non-state actors in governance assessment processes

- Facilitating and convening of national dialogues involving state and non-state stakeholders on national governance assessments
- Helping ensure that governance assessments are linked and integrated with national development plans, through encouraging and facilitating harmonization and rationalization of multiple governance assessments within a country

The strategy for this project contemplates generating the grounds for middle and long term work on governance assessments. By establishing a framework and baseline, making information broadly available to society and developing tools that will allow easy access to that information for future assessment endeavors. A key long-term goal for the project would be to install a multi-stakeholder forum that can commission and lead future assessments based on the framework developed now.

III. RESULTS AND RESOURCES FRAMEWORK

Intended Outcome as stated in the Country Programme Results and Resource Framework: Democratic Institutions consolidated			
Outcome indicators as stated in the Country Programme Results and Resources Framework, including baseline and targets: 1) Specific proposals about binomial system reforms elaborated by Think Tanks; 2) Number of dialogue events and participants according to party belonging			
Applicable MYFF Service Line: Grounding democratic governance in international principles			
Partnership Strategy: Partnership with consortium of Think Tanks representing broad political spectrum and with well-known expertise in DG issues.			
Project title and ID (ATLAS Award ID):			
INTENDED OUTPUTS	INDICATIVE ACTIVITIES	RESPONSIBLE PARTIES	INPUTS
<p>Output 1 Existing democratic governance indicators mapped around three main thematic areas: political parties, electoral system and political regime as validated in national consultation process</p> <p>Baseline: Nonexistence of such systematization concerning Chile.</p> <p>Indicator:</p> <ul style="list-style-type: none"> Amount and pertinence of information considered in the data collecting over total available 	<ol style="list-style-type: none"> Assessment framework adapted to Chile from existing international tools <ul style="list-style-type: none"> Internal Workshop to define framework Systematization of all existing governance indicators <ul style="list-style-type: none"> Nationally generated data Internationally generated data Mapping “demand & supply” of national governance data. Revision of legal national texts framing DG in Chile OGC Scoping mission 	<p>Consortium UNDP</p>	<p>71300: Local Consultants 36.000 USD</p> <p>74500: Miscellaneous 8.000 USD</p> <p>Total Output: 44.000</p>
<p>Output 2 Governance Assessment framework designed with the participation of national and international experts and national stakeholders;</p> <p>Baseline: Nonexistence of DGA through such a process in Chile</p> <p>Indicators:</p> <ul style="list-style-type: none"> Number of publication of the systematization containing pertinent data about surveys and OI reports and enabling debate by highlighting critical 	<ol style="list-style-type: none"> Proposing a draft framework using existing data and international experiences <ul style="list-style-type: none"> Drafting proposal Review regional experience on DG assessments Validate framework <ul style="list-style-type: none"> Seminar with consortium and UNDP 3 Workshops with key political and 	<p>Consortium UNDP</p>	<p>72100: Contractual services 25.000 USD</p> <p>71600: Travel 10.000 USD</p> <p>72700: Hospitality 20.000 USD</p> <p>Total Output: 55.000 USD</p>

<p>aspects of Chilean DG</p> <ul style="list-style-type: none"> • Number and pertinence of critical issues agreed • Number and profile of workshop participants 	<p>social actors to discuss and validate the framework proposal in 3 main cities in the country.</p> <ul style="list-style-type: none"> ▪ National survey 		
<p>Output 3 Governance assessment framework developed and validated through a participatory multi-stakeholder consultation process with civil society and academic organizations, government, political and elected officials, and historically marginalized groups (women and indigenous communities in particular);</p> <p>Baseline: Such broad consultation about critical aspects of Chilean Democratic governance never done before</p> <p>Indicators:</p> <ul style="list-style-type: none"> • Number of validated reform proposals (including at least one concerning women and historically marginalized groups' representation in parliament) • Number and profile of seminar participants • Number of meetings 	<p>1 Drafting Governance Assessment Report</p> <ul style="list-style-type: none"> ▪ Systematization of relevant indicators according to validated framework. ▪ Analysis of data collected <p>2. Conclusion of first debate presentation and opening of broader debate</p> <ul style="list-style-type: none"> ▪ Seminar with broader sample of civil society. ▪ Consultation meetings at national and regional level (3 main cities) with key social, political and academic actors 	<p>UNDP</p>	<p>71600: Travel 8.000 USD 72700: Hospitality 12.000 USD</p> <p>Total Output: 20.000</p>
<p>Output 4 Key stakeholders informed and trained and general public informed on governance assessment results and its use for policy-making and reform</p> <p>Baseline: N/A</p> <p>Indicators:</p> <ul style="list-style-type: none"> • % members of parliament, key decision makers and CS leaders (from representing regions of Chilean territory) informed by the conclusion of the debate process. • Profile and number of people receiving publication • Number of inclusions in national media to inform about the process and its conclusions 	<p>1 Advocacy about the results generated by the debate</p> <ul style="list-style-type: none"> ▪ Publication and dissemination of Indicator's systematization report ▪ Publication and dissemination of the debate results and conclusions. ▪ Launching event for final report in 3 main cities. ▪ Dissemination through mass media (open columns, radio and TV interviews) ▪ Storing data for easy electronic access by the public 	<p>UNDP</p>	<p>72100: Contractual services 20.000 USD 74200: Audio & printing costs 10.000 USD 71600: Travel 6.000 USD 72700: Hospitality 5.000 USD</p> <p>Total Output: 41.000 USD</p>

			TOTAL Project: 160.000 USD
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IV. ANNUAL WORK PLAN BUDGET SHEET

Year:

EXPECTED OUTPUTS <i>And baseline, indicators including annual targets</i>	PLANNED ACTIVITIES <i>List activity results and associated actions</i>	TIMEFRAME (22 months)				RESPONSIBLE PARTY	PLANNED BUDGET		
		Q1	Q2	Q3	Q4		Funding Source	Budget Description	Amount
<p>Output 1 Existing democratic governance indicators mapped around three main thematic areas: political parties, electoral system and political regime as validated in national consultation process</p> <p>Baseline: Nonexistence of such systematization concerning Chile.</p> <p>Indicator: Amount and pertinence of information considered in the data collecting over total available</p> <p><i>Related CP outcome: Democratic institutions</i></p>	<p>1. Assessment framework adapted to Chile from existing international tools</p> <ul style="list-style-type: none"> Internal Workshop to define framework 	X				Consortium UNDP	UNDP	Local Consultants Miscellaneous	<p>36.000 USD</p> <p>3.000 USD</p> <p>Total Output:</p>
	<p>2. Systematization of all existing governance indicators</p> <ul style="list-style-type: none"> Nationally generated data Internationally generated data 	X							
	<p>3. Mapping “demand & supply” of national governance data.</p>	X							
	<p>4. Revision of legal national texts framing DG in Chile</p>	X							

<i>consolidated</i>	5 OGC Scoping mission	X							39.000 USD
Output 2 Governance Assessment framework designed with the participation of national and international experts and national stakeholders; Baseline: Nonexistence of DGA through	1. Proposing a draft framework using existing data and international experiences <ul style="list-style-type: none"> ▪ Drafting proposal ▪ Review regional experience on DG 		X			UNDP	UNDP	Contractual services Travel Hospitality	

<p>such a process in Chile</p> <p>Indicators:</p> <ul style="list-style-type: none"> • Number of publication of the systematization containing pertinent data about surveys and OI reports and enabling debate by highlighting critical aspects of Chilean DG • Number and pertinence of critical issues agreed <p>Number and profile of workshop participants</p> <p><i>Related CP outcome: Democratic institutions consolidated</i></p>	<p>2. Validate framework</p> <ul style="list-style-type: none"> ▪ Seminar with consortium and UNDP ▪ Workshop with key political and social actors to discuss and validate the framework proposal. 		X						<p>10.000 USD</p> <p>5.000 USD</p> <p>10.000 USD</p> <p>Total Output: 25.000 USD</p>
<p>Output 3 Governance assessment framework developed and validated through a participatory multi-stakeholder consultation process with civil society and academic organizations, government, political and elected officials, and historically marginalized groups (women and indigenous communities in</p>	<p>1 Drafting Governance Assessment Report</p> <ul style="list-style-type: none"> ▪ Systematization of relevant indicators according to validated framework. ▪ Analysis of data collected 		X			UNDP	UNDP	Travel Hospitality	

<p>particular);</p> <p>Baseline: Such broad consultation about critical aspects of Chilean Democratic governance never done before</p> <p>Indicators:</p> <ul style="list-style-type: none"> • Number of validated reform proposals (including at least one concerning women and historically marginalized groups' representation in parliament) • Number and profile of seminar participants <p>Number of meetings</p> <p><i>Related CP outcome: Democratic consolidated institutions</i></p>	<p>2. Conclusion of first debate presentation and opening of broader debate</p> <ul style="list-style-type: none"> ▪ Seminar with broader sample of civil society. ▪ Consultation meetings at national level with key social, political and academic actors 				X				<p>5.000 USD</p> <p>10.000 USD</p> <p>Total Output: 15.000</p>
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<p>Output 4 Key stakeholders informed and trained and general public informed on governance assessment results and its use for policy-making and reform</p> <p>Baseline: N/A</p> <p>Indicators:</p> <ul style="list-style-type: none"> • % members of parliament, key decision makers and CS leaders (from representing regions of Chilean territory) informed by the conclusion of the debate process. • Profile and number of people receiving publication <p>Number of inclusions in national media to inform about the process and its conclusions</p> <p><i>Related CP outcome: Democratic consolidated institutions</i></p>	<p>2 Advocacy about the results generated by the debate</p> <ul style="list-style-type: none"> ▪ Publication and dissemination of Indicator's systematization report ▪ Publication and dissemination of the debate results and conclusions. ▪ Launching event for final report ▪ Dissemination through mass media (open columns, radio and TV interviews) ▪ Storing data for easy electronic access by the public 				X	UNDP	UNDP	<p>Audio & printing costs</p> <p>Travel</p> <p>Hospitality</p>	<p>10.000 USD</p> <p>6.000 USD</p> <p>5.000 USD</p> <p>Total Output: 21.000 USD</p>
TOTAL									<p>100.000 USD</p> <p><i>(In-kind contributions: 96.000 USD)</i></p>

IV. MANAGEMENT ARRANGEMENTS

The project will be implemented through a direct execution modality by the UNDP CO in Chile. Nevertheless UNDP will implement the project in partnership with 4 Think Tanks (CIEPLAN, ProjectAmerica, Libertad y Desarrollo and CEP), recognized by their professional competence and that represent a broad political spectrum. Representatives of all four centres will participate in the project's steering committee responsible for overseeing the design, implementation and monitoring of all project activities.

Both the UNDP and the four institutions involved will contribute in kind resources for the project's implementation including specialized staff, infrastructure, communication and administrative support. Notwithstanding this support, direct operational costs of the project will be covered by the available budget, including salaries and any other costs that the execution may entail.

National and international experts will lead an independent monitoring of the project's progress. These evaluation will influence the design of the project's next steps. At the end of the project a final evaluation will be led, stressing out national best practices to transfer to other countries.

According to UNDP's policy on cost recovery the project's budget will cover any operation costs directly incurred by its execution, such as administrative costs, impressions and photocopies among others.

V. MONITORING FRAMEWORK AND EVALUATION

In accordance with the programming policies and procedures outlined in the UNDP User Guide, the project will be monitored through the following:

Annually

- **Annual Review Report.** An Annual Review Report shall be prepared by the Project Manager and shared with the Project Board and the Outcome Board. As minimum requirement, the Annual Review Report shall consist of the Atlas standard format for the QPR covering the whole year with updated information for each above element of the QPR as well as a summary of results achieved against pre-defined annual targets at the output level.
- **Annual Project Review.** Based on the above report, an annual project review shall be conducted during the fourth quarter of the year or soon after, to assess the performance of the project and appraise the Annual Work Plan (AWP) for the following year. In the last year, this review will be a final assessment. This review is driven by the Project Board and may involve other stakeholders as required. It shall focus on the extent to which progress is being made towards outputs, and that these remain aligned to appropriate outcomes.

Quality Management for Project Activity Results

OUTPUT 1: Existing democratic governance indicators mapped around three main thematic areas: political parties, electoral system and political regime as validated in national consultation process		
Activity Result 1 (Atlas Activity ID)	Systematization of information about DG in Chile	First Semester 2009
Purpose	The purpose of this activity is to give concrete arguments and information based on Chilean reality through revision not only of National field information but also external (OI) data concerning Chile comparing it to international experiences.	
Description	<ol style="list-style-type: none"> 1 Definition assessment framework adaptation to Chile 2 Systematization of all existing governance indicators 3 Mapping “demand & supply” of national governance data. 4 Revision of legal national texts framing DG in Chile 5 OGC Scoping mission 	
Quality Criteria	Quality Method	Date of Assessment
Number and pertinence of surveys and OI reports considered in the data collecting over total available	Pertinence will be defined as the production of tools enabling debate over critical aspects in Chilean DG	Ongoing
OUTPUT 2: Governance Assessment framework designed with the participation of national and international experts and national stakeholders;		
Activity Result 1 (Atlas Activity ID)	Existing Data interpretation and debate on critical issues of Chilean DG	First Semester 2009
Purpose	The purpose of this activity is to debate over the real effectiveness of Chilean democracy focusing on three main points and using IDEAS Framework with legitimate tools produced by the data collecting conclusions	
Description	<ol style="list-style-type: none"> 1 Proposing a draft framework using existing data and international experiences 2 Validate framework 	

Quality Criteria	Quality Method	Date of Assessment
Number of publication of the systematization containing pertinent data about surveys and OI reports and enabling debate by highlighting critical aspects of Chilean DG Number and pertinence of critical issues agreed	The existence of special quality criteria defined in indicators will be checked	Yearly
OUTPUT 3: Governance assessment framework developed and validated through a participatory multi-stakeholder consultation process with civil society and academic organizations, government, political and elected officials, and historically marginalized groups (women and indigenous communities in particular);		
Activity Result 1 (Atlas Activity ID)	<i>Assessment framework implementation</i>	2010
Purpose	The purpose of this activity is to bring the debate to a much broader audience composed with key decision makers and critics to Chilean democracy	
Description	Conclusion of first debate presentation and opening of broader debate	
Quality Criteria	Quality Method	Date of Assessment
Number of validated reform proposals (including at least one concerning women and historically marginalized groups' representation in parliament) Number and profile of seminar participants Number of meetings	It will be checked if broad and representative participation has been respected and that the conclusion of the debate lead to concrete reforms involving historically marginalized groups	End of 2010
OUTPUT 4: Key stakeholders informed and trained and general public informed on governance assessment results and its use for policy-making and reform		
Activity Result 1 (Atlas Activity ID)	Advocacy about the results generated by the debate	2010
Purpose	Give the project tools to make sure that the advocacy process is well completed and that participation and national empowerment is respected	
Description	Advocacy about the results generated by the debate	
Quality Criteria	Quality Method	Date of Assessment
% members of parliament, key decision makers and CS leaders (from representing regions of Chilean territory) informed by the conclusion of the debate process. Profile and number of people receiving publication Number of inclusions in national media to inform about the process and its conclusions	It will be checked if all key stakeholders and decision makers are informed by the project.	End of Project

VI. LEGAL CONTEXT

This project document shall be the instrument referred to as such in Article 1 of the SBAA between the Government of (country) and UNDP, signed on (date).

Consistent with the Article III of the Standard Basic Assistance Agreement, the responsibility for the safety and security of the executing agency and its personnel and property, and of UNDP's property in the executing agency's custody, rests with the implementing partner.

The executing agency shall:

- a) put in place an appropriate security plan and maintain the security plan, taking into account the security situation in the country where the project is being carried;
- b) assume all risks and liabilities related to the executing agency's security, and the full implementation of the security plan.

UNDP reserves the right to verify whether such a plan is in place, and to suggest modifications to the plan when necessary. Failure to maintain and implement an appropriate security plan as required hereunder shall be deemed a breach of this agreement.

The executing agency agrees to undertake all reasonable efforts to ensure that none of the UNDP funds received pursuant to the Project Document are used to provide support to individuals or entities associated with terrorism and that the recipients of any amounts provided by UNDP hereunder do not appear on the list maintained by the Security Council Committee established pursuant to resolution 1267 (1999). The list can be accessed via <http://www.un.org/Docs/sc/committees/1267/1267ListEng.htm>. This provision must be included in all sub-contracts or sub-agreements entered into under this Project Document.

VII. ANNEXES

Risk Analysis.

#	Description	Date Identified	Type	Impact & Probability	Countermeasures / Mngt response	Owner	Submitted, updated by	Last Update	Status
1	Consensus problems about critical points of DG in Chile	15/01/09	Operational	The potential effect on the project if this risk were to occur is a delay in the work plan Probability on a scale from 1 (low) to 5 (high) P = 3 Impact on a scale from 1 (low) to 5 (high) I =5	The strategy to counter this risk is to place the debate in a neutral environment and to define goals of consensus in the dialogue process from the beginning in order to oblige every counterpart to focus on the final objective of the debate.	Consortium UNDP	UNDP		
2	Selection of a consortium member to the next government	15/01/09	Organizational	Delays and reorganizations P =3 I = 3	Activities scheduled three month before or after the election and government changes.	Consortium UNDP	UNDP		
3	Changes of priorities in the next government	15/01/09	Political	Problems in advocacy process and decreased political incidence of the project P =3 I = 3	One over four outputs specially dedicated to the advocacy process. Besides, Consortium members are ambassadors of the project in major Chilean political parties and a key aspect of the project is the inclusion of key decision makers in the activities to keep them involved	Consortium UNDP	UNDP		
4	Conclusion of the project and reform proposals concern only the situation of a small group of citizens	15/01/09	Strategic	Democratic impact of assessment questionable P=1 I=4	Involvement of key stakeholders in the activities and definition of indicators taking into account specific marginalized groups in the country	Consortium UNDP	UNDP		

5	Lack of sufficient funding	12/02/09	Financial	Incapacity to fulfil all the work plan's activities P=2 I=4	The result and resources framework has been elaborated strictly taking into account the already approved funding for this project. Besides, the fundraising process is still ongoing. If additional funding is obtained, the process of consultation will be broader, including in other cities, among other activities.	UNDP	UNDP		
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Special Clauses. In case of government cost-sharing through the project which is not within the CPAP, the following clauses should be included:

1. The schedule of payments and UNDP bank account details.
2. The value of the payment, if made in a currency other than United States dollars, shall be determined by applying the United Nations operational rate of exchange in effect on the date of payment. Should there be a change in the United Nations operational rate of exchange prior to the full utilization by the UNDP of the payment, the value of the balance of funds still held at that time will be adjusted accordingly. If, in such a case, a loss in the value of the balance of funds is recorded, UNDP shall inform the Government with a view to determining whether any further financing could be provided by the Government. Should such further financing not be available, the assistance to be provided to the project may be reduced, suspended or terminated by UNDP.
3. The above schedule of payments takes into account the requirement that the payments shall be made in advance of the implementation of planned activities. It may be amended to be consistent with the progress of project delivery.
4. UNDP shall receive and administer the payment in accordance with the regulations, rules and directives of UNDP.
5. All financial accounts and statements shall be expressed in United States dollars.
6. If unforeseen increases in expenditures or commitments are expected or realized (whether owing to inflationary factors, fluctuation in exchange rates or unforeseen contingencies), UNDP shall submit to the government on a timely basis a supplementary estimate showing the further financing that will be necessary. The Government shall use its best endeavors to obtain the additional funds required.
7. If the payments referred above are not received in accordance with the payment schedule, or if the additional financing required in accordance with paragraph []above is not forthcoming from the Government or other sources, the assistance to be provided to the project under this Agreement may be reduced, suspended or terminated by UNDP.
8. Any interest income attributable to the contribution shall be credited to UNDP Account and shall be utilized in accordance with established UNDP procedures.

In accordance with the decisions and directives of UNDP's Executive Board:

The contribution shall be charged:

- (a) 7% cost recovery for the provision of general management support (GMS) by UNDP headquarters and country offices
- (b) Direct cost for implementation support services (ISS) provided by UNDP and/or an executing entity/implementing partner.

9. Ownership of equipment, supplies and other properties financed from the contribution shall vest in UNDP. Matters relating to the transfer of ownership by UNDP shall be determined in accordance with the relevant policies and procedures of UNDP.

10. The contribution shall be subject exclusively to the internal and external auditing procedures provided for in the financial regulations, rules and directives of UNDP.”