

CiLA
CITIES IN ACTION



**COLLABORATIVE NETWORKS IN PRACTICE:
ACTIVATING DEMOCRACY WITHOUT MANUALS**

Experiences, lessons learned and useful tools for developing collaborative networks.

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Member organizations:



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INTRODUCTION

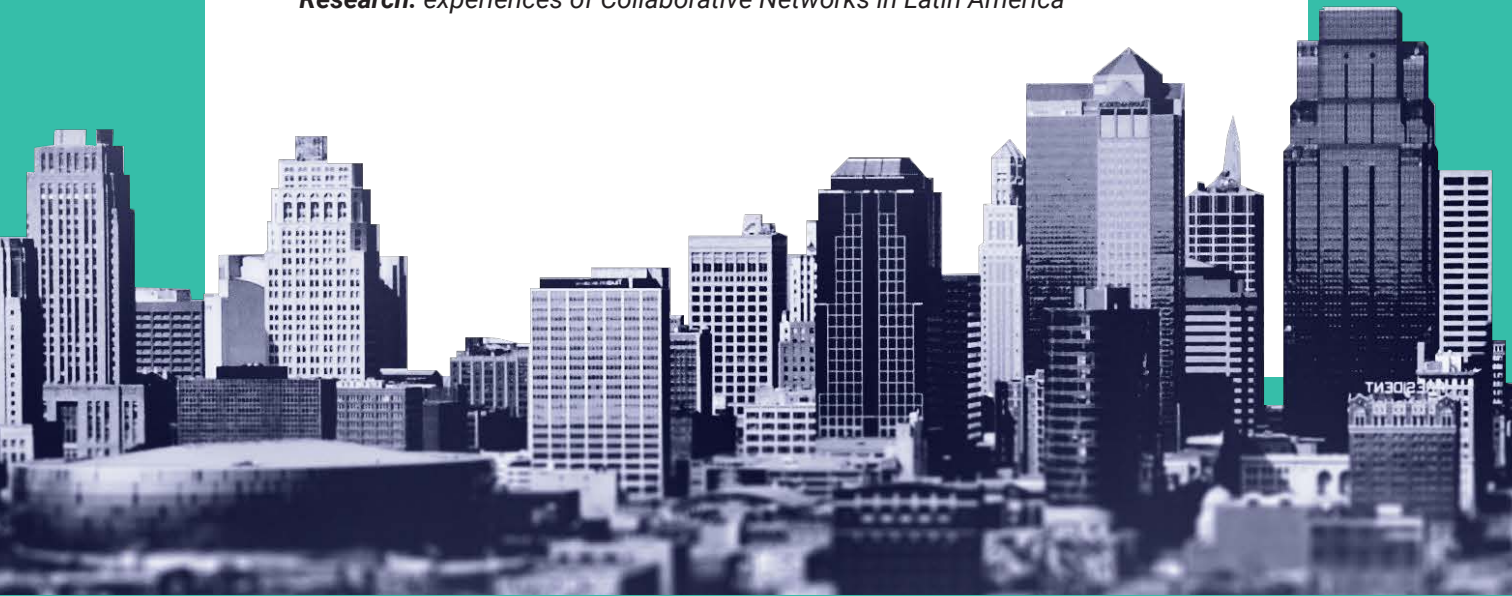
*What is the No Manual for Collaborative Networks?
What is CILA, People Powered, and Democratic Residencies?
Why is it important to work collaboratively?
What do we mean by collaborative network?*

HOW TO CREATE A COLLABORATIVE NETWORK?

1. *Define the reach*
2. *Governance Model*
3. *Membership model: access*
4. *Sustainability and Financing Plan*
5. *Communication Strategy: incentives to be part of it*
6. *Strategic Planning to generate Community*

DATA TO AMPLIFY COLLABORATIVE NETWORKS

Research: *experiences of Collaborative Networks in Latin America*



What is the No Manual for Building Collaborative Networks?



What is it?

It is a roadmap for the implementation of collaborative networks, containing experiences, lessons learned and useful tools for developing networks.



For whom?

Any organization or individual interested in creating collaborative networks and communities for change can use this No Manual to apply the most successful processes that allow networks and collective action to thrive.

The methodology can be applied in organizations, groups of organizations, consortium and more.

CILA & People Powered

The No Manual for the implementation of regional collaborative networks arises in the framework of the call for Democratic Residencies of People Powered and Demo.Reset to which it was applied from the International Consortium of Cities in Action (CILA), composed by: Asuntos del Sur, Fundación Ciudadanía Inteligente, Instituto ProComún and Exstituto de Política Abierta. CILA participated as host consortium and was supported by Instituto SUR and Ollin, A.C., as residents.

The work was carried out in three stages: (1) an instance to learn about the proposed project and lay the foundations for collaborative work through a virtual process; (2) on-site residencies in each city and the application of interviews and territorialized surveys; (3) research on democratic innovation in Latin America and the Global South.

This manual has been developed based on the following methodology:

- A** **In-depth workshops:** with the purpose of understanding the network processes in which they participate, identifying schemes and good practices, which were carried out with the resident and host organizations. This exercise helped prioritize future actions related to the network.
- B** **Survey on democratic innovation in Latin America:** to map the current state of the innovation ecosystem and preferences for collaborative work across the region.
- C** **Survey review and systematization:** exhaustive review of the surveys collected, i.e., analysis and organization of the data obtained, systematizing the results to obtain an overview of the context and thus draw meaningful conclusions.
- D** **In-depth interviews with strategic stakeholders by city:** interviews were conducted with key stakeholders from different cities, addressing vital aspects such as background, innovation, governance, sustainability, inclusion and value proposition, receiving detailed information and far-reaching perspectives.
- E** **Design of the No Manual:** the outline of the No Manual contains minimum common elements for networking. This tool will help implement and improve collaborative activities in the democratic innovation ecosystem.

What is it?

The International Consortium of Localities in Action (CILA), is a consortium of civil society organizations coordinated by Asuntos del Sur (Argentina) and formed by: Fundación Ciudadanía Inteligente (Chile), Extituto de Política Abierta (Colombia) and Instituto Pro Común (Brazil), whose joint mission is to promote innovative forms of governance and collective action in the Cities of the Global South through knowledge management and community development. To achieve this purpose, CILA proposes three thematic pillars from which to focus its actions:

**DIVERSE AN
INCLUSIVE DEMOCRACY**

**ENVIRONMENTAL
DEMOCRACY**

**INNOVATIVE
DEMOCRACY**

We are Latin American organizations crossing barriers to contemplate the entire Global South, seeking to cooperate as a network to promote processes of expansion and deepening of innovation, sustainability, territoriality and democratic strengthening in our cities to overcome the challenges we face in terms of democracy, inequality and effective guarantee of human rights.

CILA seeks to promote:



Innovation through the use of technologies, agile methodologies, management and knowledge generation for the coordination and incorporation of diverse actors in territorial, dynamic and resilient public policies.



Collaboration through the integration of diverse value systems, policies, institutions, expertise, needs and proposals of all the actors that make up society.



Collective action through recommendations of tools and methodologies for the construction of solutions that strengthen the advocacy capacity of the different actors and the construction of participatory instances for collaborative and sustainable decisions.

What is it?



People Powered is a global center of activity that seeks to develop and implement participatory democracy, that is, to promote spaces where the participation of community members allows them to influence political decisions that affect their lives. This organization seeks to develop the power and impact of organizations and leaders around the world who are building a more participatory democracy through mechanisms such as participatory budgeting, legislative theaters, participatory public policy formulation and planning, and citizens' assemblies.

Its network includes more than 80 civil society organizations in over 40 countries.



Context:

Why is it important to work collaboratively?

At CILA we believe that in order to achieve more open, democratic and inclusive cities, it is essential to operate from a logic of multilateral, multilevel and multistakeholder collaborative governance. Where the nature of Collaborative Governance endows it with a unique ability to devise solutions to "super tangled" problems.

To understand why collaboration is important, it is fundamental to understand where CILA was born and the articulated path we are on. We were born in 2021 as a collaboration between several non-profit civil society organizations, to generate instances of exchange and connection between participants and recipients of various initiatives to strengthen public management that each organization was carrying out. These initiatives focused on innovation, citizen participation and openness in local governments in Latin America and the Caribbean.

As a result of this event, we became aware of the complexity and interdependence of the problems and crises that the region is going through. Thus, we understood that the great challenges of the 21st century (climate crisis, covid-19 pandemic, institutional representativeness, etc.) required articulation, collaboration and synergy among all actors in society. This is how we created CILA, a space that allowed and allows us to give greater scale to the crisis response actions that each of the organizations was carrying out individually.





One of our most important milestones of collaborative work took place in 2022 with Conexión.CILA. An event in Bogota that brought together 74 people representing 19 countries from 31 cities in the Global South. For 8 hours, public officials, local government teams, civil society organizations and members of academia from the Global South exchanged experiences and reflected on the multiple and tangled problems faced by cities - climate change, racialization, exclusion, xenophobia, forced migration, housing shortages, violence, representativeness, accessibility, development and urban planning, among others -. To achieve this, the Conexión.CILA methodology was developed, a space for co-creation designed to work interactively on the future of our cities and generate collaborative responses to the collective challenges of the cities of the Global South.

To continue the collaborative work, CILA proposed in 2023 to participate in the Democratic Residencies, a three-month program, where participants helped develop innovative tools and projects that address common challenges of participatory and deliberative democracy. In the process, organizations and professionals learned from experiences and best practices from different regions around the globe. From participatory spaces with rural agricultural communities, interactive platforms to include youth in decision-making, to the creation of low-cost participatory technologies, the Residencies covered a range of very diverse topics but with a clear goal: to foster participatory and deliberative democracy in cities around the world.

From CILA, we participated in the residencies by hosting the People Powered initiative to develop a No Manual for the opening of new collaborative networks and the implementation of a Latin American Network. This is thanks to the extensive and proven track record of our organizations in democratic innovation, networking and collaborative construction of processes.



What do we understand by collaborative networks?

From CILA and People Powered, we understand a network as a platform that is established with the purpose of gathering and coordinating a group of civil society organizations and individual members that work in the same geographical region (Latin America, Africa, Eastern Europe, etc.) with a common intervention goal. It is an organizational model that, based on the empowerment of the parties, seeks to achieve coordinated actions among the members.

How to create a collaborative network?

In order to create a network it is essential to consider the following issues:

- 1 Define the reach
- 2 Develop the Governance Model
- 3 Developing the Membership Model: accesses
- 4 Establishing the Sustainability and Financing Plan
- 5 Carry out the Communication Strategy: incentives to be part of it.
- 6 Generate Strategic Planning to build Community

STEP 1. ▶▶ Define the reach

The reach is the previous work that must be done to achieve what we propose. To this end, we must be clear about the geographic reach, the audience, the context -socio-political, economic, etc-, the work required to reach the goal (costs, risks, opportunities, among others).

In other words, the reach is the previous work that must be done to achieve our goal according to the specific characteristics and functions of what we seek to accomplish.

So to define our reach we must define the following issues:



Context: here we must ask ourselves: What is the socio-political context that is happening in the region? What is the economic situation like? Who are the main actors involved? How are they affected? These questions will help to have an overall idea of where we stand and what situations we are going through.



Purpose: our reason for existing, the "why" we do what we do.



General Objective: the general goal we want to achieve that must be established from the beginning, since it indicates the result we want to reach and thus establish the strategies to achieve it.



Audience: the people to whom we are going to speak and who are the object of our advocacy, the same must be delimited in space and by specific topics. Will they be members of the network only organizations, or also individuals and companies? What are the criteria?



Action Plan: this is the detailed program to operationalize each of our specific objectives in order to achieve our purpose.

For more information and strategies for developing these elements, read **Step 6: Generate Strategic Planning**.

STEP 2. ▶▶ Governance Model

Governance is the interaction of the relationships between various actors involved in the process of deciding, executing and evaluating matters of common interest. A governance model is the institutionalization of the structure that determines this decision-making.

In other words, it is a roadmap showing how the areas and responsibilities of the network are distributed.

Below is a series of governance models to compare and choose from based on the needs that each organization or individual is looking for.

↔ Horizontal

- ▶ **How does it work?** The main idea is that authority and decision-making are distributed horizontally, without a hierarchical management structure.
- ▶ **Who makes the decisions?** The structure is defined in small groups called circles, which interact with each other, and make decisions following four clear rules: consensus, circles, double linkage and open choice.
 - ▶▶ **Consensus:** This means that every decision must be made with consensus, and only move forward if there are no objections. Consensus does not mean that what is decided is always "preferred" but it must be within the tolerance range of each member, i.e., that they can live with that decision even if it is not their favorite option.
 - ▶▶ **Circles:** These are semi-autonomous elements of people that make up the organization. Each circle has clear objectives, activities to develop and sufficient authority to carry out three functions: decide, execute and evaluate.
 - ▶▶ **Double linkage:** This is the way to ensure that the circles are aligned and communicate with each other. Double linkage means that at least two people from one circle participate in another circle (the coordinator or leader, who "downloads" the information, and one or more representatives or delegates, who "upload" the information); this ensures that no circle makes decisions above another and that information flows smoothly between them.
 - ▶▶ **Open election:** refers to the fact that the leaders of each circle are elected exclusively by consensus.



Vertical

- ▶ **How does it work?** The main idea is that there exists within the network, a group of people or organization that has the general coordination of the space and has a higher level of authority (*primus inter pares*). This body is defined as the "Network Coordination Body".

This body may be elected democratically or by random drawing of lots. It must be decided how long the coordination mandate lasts and whether the mandate can be renewed.

- ▶ **Structure:** It is usually divided into different working groups or commissions called "*concentric circles*". These can be divided according to work themes or objectives of the network. Generally, the deeper you are in the circle, the higher the level of decision making that organization or person has. These groups or commissions are responsible for operationalizing the network and report to the General Coordination.
 - ▶▶ Some working groups / commissions that can be realized are: growth team, learning team, communication team and more! These will be determined in relation to the needs of the network being developed.



- ▶ **Who makes the decisions?** Consensus will always be sought; it is the most important pillar of participatory and deliberative democracy. If consensus cannot be reached, a decision will be made by a $\frac{3}{4}$ majority. But in operational matters (led by the work teams) where a tie is reached, the organization in charge of general coordination will have the last word.

For the implementation of the governance model, it is essential to have a ***Protocol for the Prevention of Violence*** in the collaborative network. It seeks to promote work environments free of violence and gender-based discrimination through prevention, guidance, counseling and approach actions for the network community.

It must take into account:

- A Active and empathetic listening on the part of the person receiving the consultations.
- B Confidentiality and respect.
- C No re-victimization.
- D Containment and guidance.
- E Access to information.

For more information, we recommend Mujeres Activando's publications, which have useful resources and materials of interest for research on the prevention of violence in the workplace.

In addition to the protocol for dealing with allegations, it is essential to take preventive measures to avoid violence and harassment on the network. To this end, commitments should be generated in the network by defining policies against these violent behaviors and/or having all members sign a code of ethics. In addition, it is essential to generate spaces for reflection, in order to promote diversity and inclusive culture in the network and thus generate a cultural transformation.



Experiences from organizations

"If you want to survive for the passage of time you have to go through the learning process that horizontal structures in that sense do not work after a certain magnitude (...) you need structure, you need decision-making mechanisms that are agile, that can be adopted to an increasingly faster, more dynamic world where sometimes you have to make decisions that cannot wait for the next monthly meeting or have a vote of three thousand people."

..... **EYAL WEINTRAUB**
Youth for Climate Argentina

"The other [important] thing is to make sure that people are part of the planning process, all the design and constraints, for example if we have to create the violence and discrimination protocols, it has to be with the inclusion of all the members through a strategy around this to be sure that everyone is contributing..."

EKATERINA PETRIKEVICH
Co-Founder and International Director, Participation Factory

STEP 3. ▶▶ Membership Model: accesses

The following is a series of membership models to choose the one that best suits the organizational needs of the proposed type. It is important to communicate clearly what is required of each organization when participating.

1 Open membership

This type of membership does not require a contribution of resources from the organizations, but is open to any organization that meets the criteria and requirements. This type of membership tends to be used more for informal networks such as advocacy campaigns on specific issues. Networks of this type are mainly nourished by the coordination of face-to-face and virtual activism actions, rather than by economic resources.

- ▶▶ In these cases, some type of exchange of non-financial resources may take place. For example, providing experts for workshops, volunteer personnel, expertise in some area, dissemination.

2 Membership with contribution

For formal networks with clear structures, access to these networks usually has a monthly or annual contribution, which can be of different types.

▶▶ Monthly or annual fee

This fee is based on a monthly or annual financial contribution. This can be:

▶▶▶ Fix

All organizations pay the same fee.

▶▶▶ Variable

Each organization pays a fee according to its size and income, divided into small, medium and large organizations. This ensures the participation of organizations of different sizes and scales, thus encouraging the articulation of different types of actors.



STEP 4. ▶▶ Sustainability and Financing Plan

It is a technical document whose objective is to support organizational planning and define consistent estimates of its sources of financing through an analysis of available information. This plan will define the main lines of action with specific deadlines that will make it possible to keep a documented follow-up of the organization's progress. To develop this plan, the following two points can be taken into account:

- 1** Conduct a financial and gap analysis of member organizations' access to funding to determine the current situation and the specific needs of the network. At this point, it is worth asking the question: *Is funding needed by project/area or for the institutional strengthening of the network?*
- 2** Define the necessary financing mechanisms and the legal and institutional conditions. In this case, it is important to carry out a systematized mapping of all possible funding sources, their calls for proposals, criteria, deadlines and amounts available for the construction of processes and projects for the financial strengthening of the network and among peers. These may be:
 - A** **National public sector:** States at the national level often finance the work of social organizations or networks on certain issues.
 - B** **International Cooperation:** A mapping should be made of all relevant sources of international cooperation funding in relation to the established theme. Here you can choose to investigate the calls for proposals made by the Embassies of all countries, international organizations, and corporate foundations.
 - C** **Private Sector:** A mapping of companies that could contribute should be carried out. A useful recommendation is to map their values, missions, pillars of action to find synergies between the network to be developed and the company.
- 3** Select the funding calls that fit the specific needs of the network, as well as its objectives and work themes. Then, follow the instructions of the call for proposals and apply.

"The biggest problem in developing a network is always resources. They are a limit."

Isabella E. Noise

STEP 5. ▶ ▶ Communication Strategy: incentives to be part of it

Why become part of a network? That is the first question to ask oneself when developing one. It is essential to have clear goals, with measurable and achievable objectives so that the rest of the members have clarity on the benefits of being part of it.

According to our study, the main reasons why organizations seek to participate in networks are: articulation with other organizations, strengthening the reach of advocacy actions, exchange and collective intelligence, and joint funding opportunities.

In order to encourage organizations to join, or to keep those that already are, it is necessary to understand the specific needs of these organizations, and then, based on these needs, to build clear, regular and accessible channels of articulation and communication. Some of these channels are:

- 1 Weekly communication - via e-mail, telegram, slack or any other social network - with news and opportunities:** these can be current news relevant to the network's work, funding opportunities, and networking events.
- 2 Monthly virtual meeting:** to maintain the regularity of work, a regular monthly meeting of members should be established where each working group has a space to share progress and news.
- 3 Face-to-face meetings:** It is recommended to generate at least two annual meetings per year to strengthen the relationships and internal links of the network. These can be a mix between work agendas and informal activities such as parties or events.
- 4 Monthly external or internal workshops:** workshops and collective work instances should be offered on topics such as (1) Sustainability, (2) Communication, (3) Project development, (4) Fund development, among others. These workshops can be given by expert personnel external to the network, or by expert personnel internal to the member organizations.
- 5 Specific working groups:** certain annual work objectives should be established and specific working groups should be created to work on them.

6

Guarantee access to the promotion of own initiatives: One of the opportunities that organizations find in participating in networks is access to greater exposure for their initiatives.

We recommend you to explore CILA's initiative "Useful Resources" where members of the CILA Community can upload a series of tools, manuals, work guides and thus make their actions visible and find useful methodologies.

Not all organizations have the time or resources to dedicate to active participation in a network. That is why it is advisable to establish differentiated participation commitments, and to provide alternatives so that participation does not decline.



Experiences from organizations

"The focus is on really understanding what kind of capabilities, what kind of knowledge and focus, that those organizations are lacking and working around that to make them more sustainable and more successful."

EKATERINA PETRIKEVICH

Co-Founder and International Director, Participation Factory

"My other suggestion would be to give different levels of engagement and give different options, as not everyone can participate in a 4-hour workshop for discussion but they do have 5 minutes to give their recommendations."

EKATERINA PETRIKEVICH

Co-Founder and International Director, Participation Factory

*"You have to build bridges between people [...] we send gifts, like books, or eco - bags."
"We have implemented parties or events three times a year."*

ISABELLA E. NOIS

"We have internally the tertulias and they are spaces where we talk about a theme, we invite people from other countries."

LARISSA

"To maintain incentives, it is interesting to think about how other people, besides the executive directors of the organization can participate."

LARISSA

STEP 6. ▶▶ Strategic Planning to build Community

With the elements developed so far, it is crucial to concretize the Strategic Planning. *This is the network's roadmap.*

Strategic Planning is a continuous process where the resources and services needed to achieve the objectives sought are foreseen, according to an established order of priorities, allowing the solution that best suits the needs to be chosen.

In other words, it is a tool that allows us to define where our network wants to go and what actions to take to achieve the objectives.

1 **Conduct a PESTEL analysis:** PESTEL, also known as PESTAL or PEST is a descriptive analysis of the network's environment, i.e., understanding the context from which the network starts. When we talk about the environment or context, we refer to all those external factors that are relevant to the network, so its analysis is vital for the generation of actions in the short and long term. Its acronym refers to the **P**olitical, **E**conomic, **S**ocial, **T**echnological, **E**nvironmental and **L**egal factors that surround the context of the birth of the network.

This allows a strategic analysis to be carried out to determine the current context in which the network operates and to define trends. Once the context trends have been identified, the probability of these trends occurring and the impact they would have should be weighted. To do this, we recommend evaluating the level of impact in the High - Medium - Low categories.

2 **Generate the SWOT:** SWOT analysis is a technique used to identify Strengths, Weaknesses, Opportunities and Threats in order to develop a useful and sustainable strategic plan for the network.

For this purpose, it is recommended to use the inputs from the PESTEL trends together with the members' perceptions of internal strengths and weaknesses, as well as the opportunities and threats that they perceive from their environment that may affect the future development of the company.

We recommend using visual tools such as Mural, Miró or Google Jamboard to generate a more interactive document with the audience that can clearly and easily represent the final result.

3

Basis of the Network: After understanding the context in which the network starts, it is essential to have a couple of sheets that present the mission, vision, purpose, values and the strategic pillars to be achieved.

- ▶▶ **Mission:** what needs to be done to achieve the network's purpose over a period of time.
- ▶▶ **Vision:** where the network wants to go, what are the medium and long term goals.
- ▶▶ **Purpose:** the main reason why it exists, the raison for its existence.
- ▶▶ **Values:** the principles on which actions and decisions are based.
- ▶▶ **Strategic Pillars:** the perspectives on which the lines of work are defined. They normally do not vary over time and are oriented to a key interest group (the network's community, external, alliances, etc.).

It should be noted that **all of these elements were developed and thought through at the beginning when the network's reach was determined.** At this stage, the aim is to present the work already done together with the well-detailed programmatic strategy in order to have a single centralized Strategic Planning document.

4

Programmatic Strategy: At this stage, we seek to operationalize the strategic pillars, that is, to delimit the action plan to develop the strategic pillars. To achieve this, we recommend listing the general objectives that respond to the programmatic pillars. Some examples of programmatic objectives could be:

- 1 Generate knowledge, tools and methodologies
- 2 To form leaderships
- 3 Generate spaces for dialogue and advocacy
- 4 Provide technical support to institutions

It is recommended to make a longer list of objectives and then prioritize the 3, 4 or 5 most relevant ones that will respond to the operationalization of all the programmatic pillars.

Once this stage is completed, it is recommended to generate the **Programmatic Projects** of the objectives. This will be a model sheet to operationalize the concrete actions of each of the projects, in order to generate a measurable roadmap.

Next page is a sample form that may serve as inspiration.



Strategic Programmatic Project:

- + General Objective of the Impact:
- + Specific Objective:

- + Start Date:
- + End Date:

- + Referent of the Axis:

- + Referent of the Programmatic Line:
- + Responsible for the Project:

- + Staff:

- + Resources (extra):

- + General indicators:

- + Intermediate results:
- + Final results:



As an example, a model outline used by CILA for the development of the Latin American network is presented.



MISSION

To be a center for collaboration and strengthening of the Global South, promoting equality, democratic innovation and sustainable development. We work to foster cooperation among diverse communities as well as to strengthen the capacities of individuals and organizations in Latin America through an inclusive and participatory approach.



VISION

Cities, localities and citizens of the Global South strengthened through the exchange of content, methodologies and tools in processes of innovation in governance and collective action with a focus on diverse and inclusive participation, environmental sustainability, human rights, innovation and technology.



PURPOSE

To promote innovative forms of governance and collective action in cities of the Global South that are reflected in the strengthening of participation and co-construction in decision-making processes and community building to promote public policies that aim to achieve effective equality among people.

VALUES

- ▶▶ Innovation through the use of technologies, agile methodologies, management and knowledge generation for the coordination and incorporation of diverse actors in territorial, dynamic and resilient public policies.
- ▶▶ Collaboration through the integration of diverse value systems, policies, institutions, knowledge, needs and proposals of all actors that make up society.
- ▶▶ Collective action through recommendations of tools and methodologies for the construction of solutions that strengthen the advocacy capacity of the different actors and the construction of participatory instances for collaborative and sustainable decisions.



STRATEGIC PILLARS



Diverse Democracy: Seeking to safeguard, promote and strengthen all forms of social and political participation and representation, respecting the diversity of gender, ethnicity, race, sexual orientation and other forms of expression of the populations present in the Global South.



Environmental Democracy: Seeking a different way of seeing and living in our territories, where the environment is not seen only as a resource, but as an integral part of our existence as a society, generating sustainable and plural local territories, where people's knowledge and respect for nature are integrated with other ways of living, allowing better solutions to new problems and building more inclusive societies.



Innovative Democracy: We consider that innovative democracies are characterized by the integration of technologies, as well as different mechanisms for citizen participation and co-construction in favor of greater and better monitoring, linkage, connection and access to public information by the different actors that make up society.





Data to amplify collaborative networks

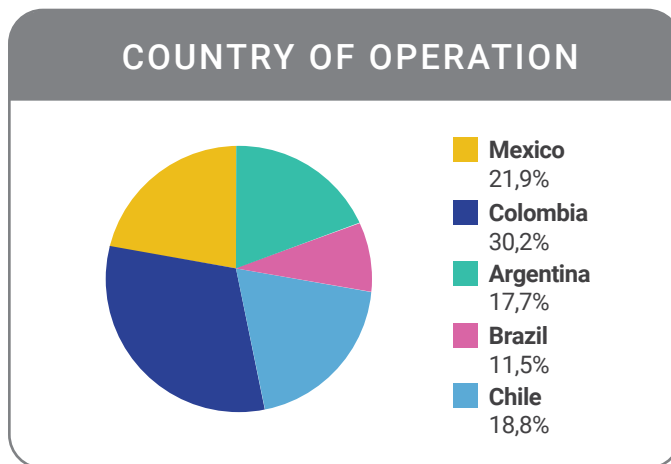
Analysis and Systematization of CILA's Regional Mapping of Democratic Innovation in Latin America



Countries and Cities of Reach

Of the organizations that responded to the survey, the majority are located in Colombia, Mexico and Chile. Respectively, 30.2% of these organizations operate in Colombia, 21.9% in Mexico, 18.8% in Chile, 17.7% in Argentina and 11.5% in Brazil.

Bearing in mind the objective of the survey - to map organizations working for democratic innovation in Latin America - we mapped, in this first instance, how they work in networks in the following countries: Argentina, Brazil, Chile, Colombia and Mexico, since these are the countries to which the member organizations belong, in order to construct a general and preliminary analysis of the projects of organizations working for democratic innovation.



In a first global look at the cities in which the organizations that responded to the survey operate, we found that Santiago (13 organizations), Buenos Aires (10 organizations), Mexico City (10 organizations) and Bogotá (8 organizations) are the cities that are most frequently repeated.

In Mexico, the two most frequent cities are Mexico City (10) and Monterrey (2). Likewise, the cities of Cholula, Chihuahua, La Paz, Oaxaca, Veracruz and Zapopan have 1 organization per city.

In Argentina, the organizations are distributed in the following cities: Buenos Aires (10), Rosario (2), Resistencia (1), Posadas (1) and La Rioja (1).

In the case of Chile, the city with most representation is Santiago (13) and the others (Bolivia, Caldera, Coyhaique, Temuco, Villa Alemana) have 1 organization.

Brazil has Sao Paulo with 3 organizations, Rio de Janeiro with 2 and 6 in other cities in the country.

In Colombia, Bogota and Medellin have the majority (8 and 4 respectively), Cali has 2 organizations and the other cities have 1. There is also the case of an organization whose city of operation is Caracas, although it is incorporated in Colombia.

What we were able to find is that, unlike Brazil, the cities where the organizations are most active are in the capitals of each country, which shows the centralization of their activities in the largest cities of each country. However, there are organizations that operate at the national level, which gives an indication of the size of the entity and its capacity to operate in their respective countries.

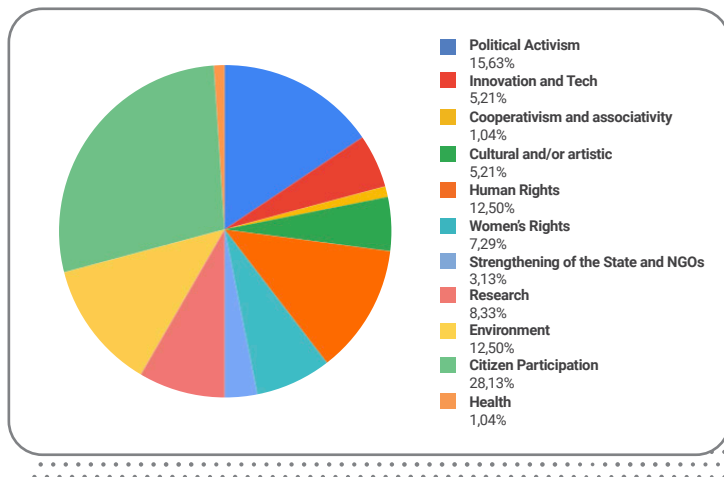




Organization type

Among the types of organizations that responded to the survey, 28.13% focus on citizen participation, 15.63% on political activism, 12.50% on the defense of human rights, and another 12.50% on the environment, these being the four most common themes. In addition, there are other issues also prioritized such as women's rights (7.29%), innovation and technology (5.21%) and research in general (8.33%).

The three most common responses are cross-cutting issues related to democracy, but from different approaches. This means that more than 50% of the organizations surveyed develop projects focused on democracy building. On the other hand, it is important to mention that the mapping also includes organizations that work on issues such as anti-corruption, cooperativism, culture, sports, animal rights, which also contribute to democracy and citizen participation from a different approach.



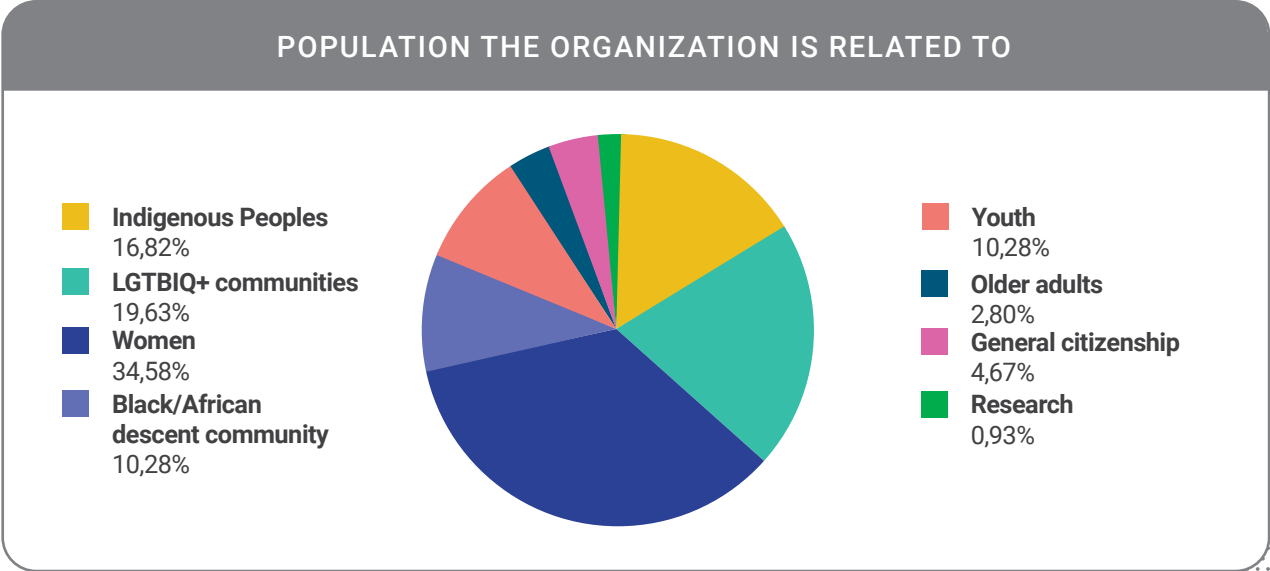
When analyzing by country, we find that political activism is the predominant theme in Argentina, with 4 organizations working on it; however, citizen participation, defense of human rights and cultural issues are addressed by 2 organizations respectively.



In the case of Brazil, we find the same predominance as in Argentina, since with 5 organizations, political activism stands out as a field of action of the organizations; also the impulse to the call for action can be confirmed with activities in the field of citizen participation of 2 organizations in this country.

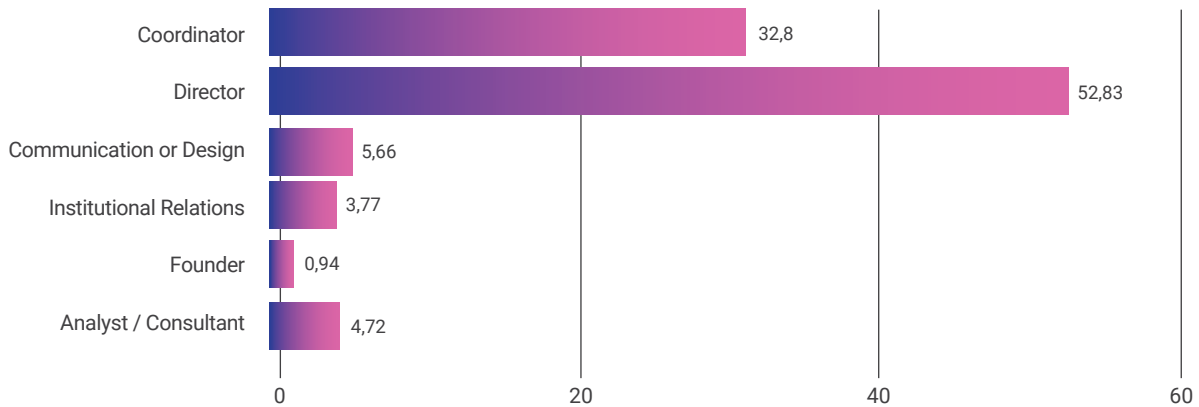
In Chile, we observe something a little different, since in this country there are 5 organizations focused on citizen participation, followed by 3 on human rights and 2 on the environment. In this sense, we find an increase in citizen participation activities when we look at the figures for Colombia, which, with 8 organizations in this area, leads, together with Mexico (also with 8 organizations), the momentum in this area.

Unlike the other countries, Colombia also has 4 organizations in women's rights and 4 in environment. Finally, Mexico, in addition to leading in citizen participation, has 4 organizations that have focused their work on political activism.



It is not enough just to know the thematic areas on which the Latin American organizations surveyed have focused their efforts; it is also important to know the population with which they have decided to work in order to strengthen democracy in its different forms. The graph shows that 34.58% of the population with which the organizations work are women, followed by 19.63% who work with LGTBIQ+ communities, 10.28% with youth, and lastly, indigenous communities with 16.82%. This indicates that the work of the organizations surveyed has been focused on populations that have been historically discriminated against and have lived under unequal conditions, which is why the work of these actors becomes so fundamental for the strengthening of democracy and citizen participation in order to build a better society.

POSITION OR ROLE WITHIN THE ORGANIZATION

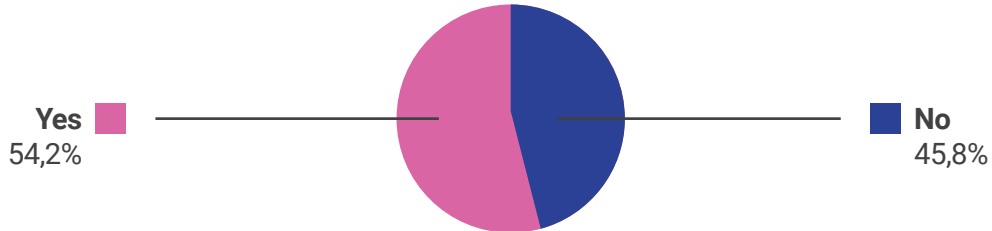


In addition, it is interesting to note who were the people who responded to the survey. The people who filled out the survey are part of the organizations from various positions, as evidenced by the graph. In this question there was the alternative of marking more than one option, so 56 people said they were managers, 34 people reported that they are part of the Management / Coordination area, 6 part of Communications and 4 part of Institutional Relations.

At the same time, there are responses from people who are part of the Secretariat, Projects, International Relations, Consultants and Founding Partners. From these results, we can visualize the way in which the network would be constituted and the very nature of the people who have been involved in the network from different positions, due to the capacities, aptitudes and attitudes of these profiles. This can help the leadership of the coordination groups and/or teams to have a more focused profile.

Experience of organizations in Regional Networks

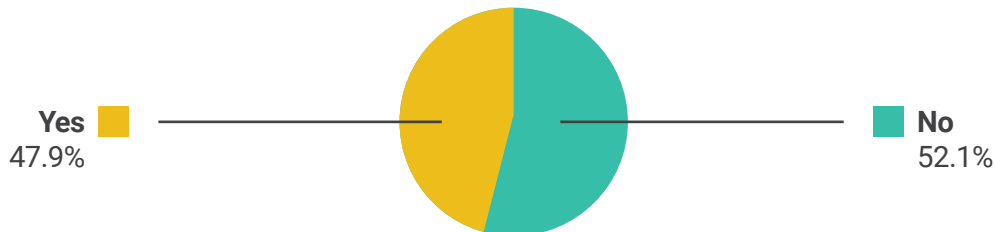
DOES THE ORGANIZATION PARTICIPATE IN ANY REGIONAL NETWORK?



Of the countries that received the most responses in the survey were Mexico and Colombia, with 21 and 29 organizations surveyed in total; of these, only 13 and 9, respectively, responded that they were part of a regional network; the remaining 8 from Mexico and 20 from Colombia reported that they were not part of any regional network.

In Argentina, of the 17 organizations, 11 are part of a network, while 6 organizations responded that they are not part of a regional network. In Brazil, of the 11 organizations surveyed, 10 are part of a network and 1 is not. In Chile, of the 18 organizations, half are part of a network and half are not.

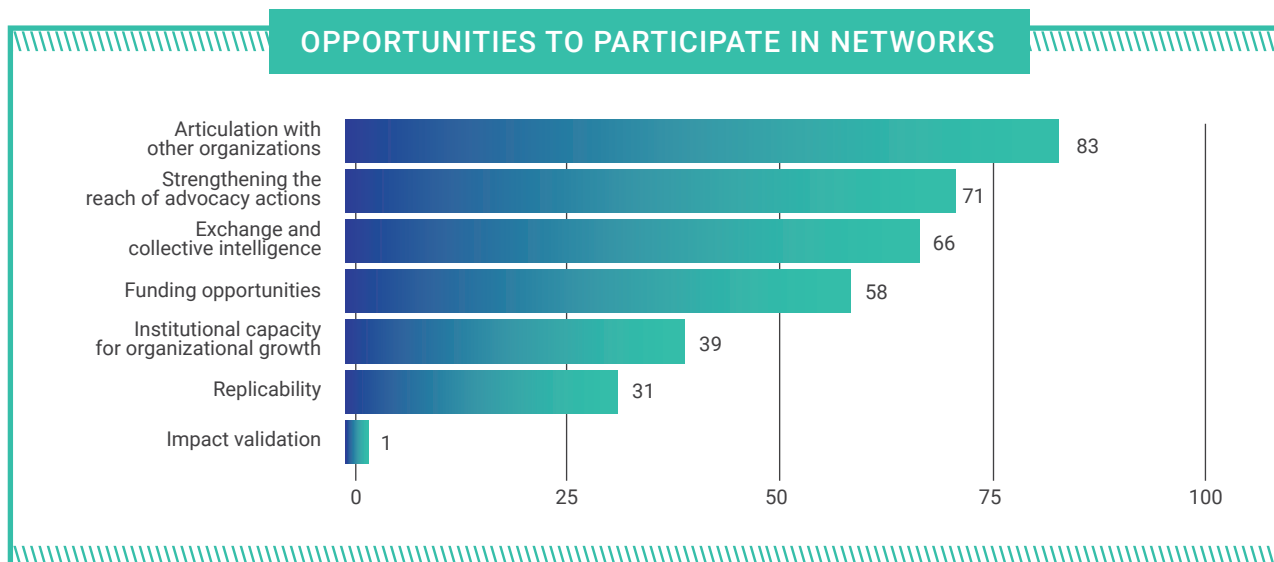
DID YOUR ORGANIZATION LEAD THE PROCESS OF CREATING/OPERATING A NETWORK?



In addition, more than half of the organizations surveyed did not lead the process of creating a network. When analyzed at the country level, it can be seen that in Chile 10 organizations have not led the creation of a regional network or consortium, in Colombia 19, in Mexico 12, in Brazil 4, and in Argentina 5.

In all countries there are organizations that have experience in the process of designing, building and forming regional networks or consortiums. It should be noted that there are organizations that, although they do not have experience and have not been leaders, are interested in forming part of a regional network.

Opportunities to participate in Regional Networks



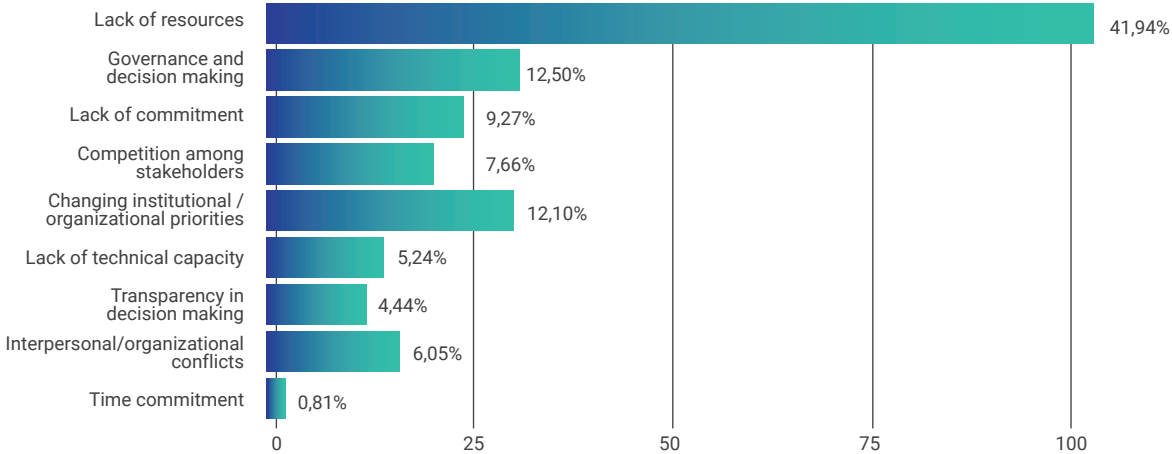
The organizations recognize several opportunities to participate in a regional network or consortium, the three main ones being: articulation with other organizations (83), strengthening the reach of advocacy actions (71), and exchange and collective intelligence (66).

The above shows an interest in strengthening internal processes / projects with the exchange of knowledge and experiences among organizations, as this allows for the creation of an environment that fosters innovation through proposals, new ideas, changes and even the union of different thoughts.



DIFFICULTIES IN WORKING IN REGIONAL NETWORKS

Áreas en las que encontraron mayor dificultad



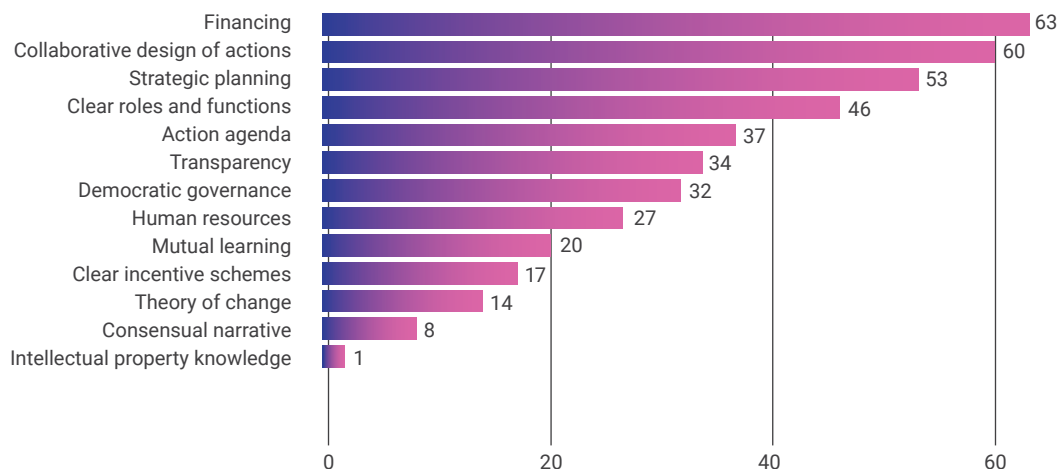
Within the regional networks or consortiums of the organizations that participated, they identified the most difficult areas of work as those related to financing and decision-making. Lack of resources was identified by 41.94% as the main difficulty. In second place, 12.50% indicated governance and decision-making as a difficulty, followed by changes in organizational priorities with 12.10%.

Taking this information into account, for future networking projects, work should be done to define the way in which decisions are made and to design a detailed plan for seeking project financing options, and even for network maintenance.



Good practices for the operation of a network

FUNDAMENTAL ELEMENTS FOR A WELL-FUNCTIONING NETWORK

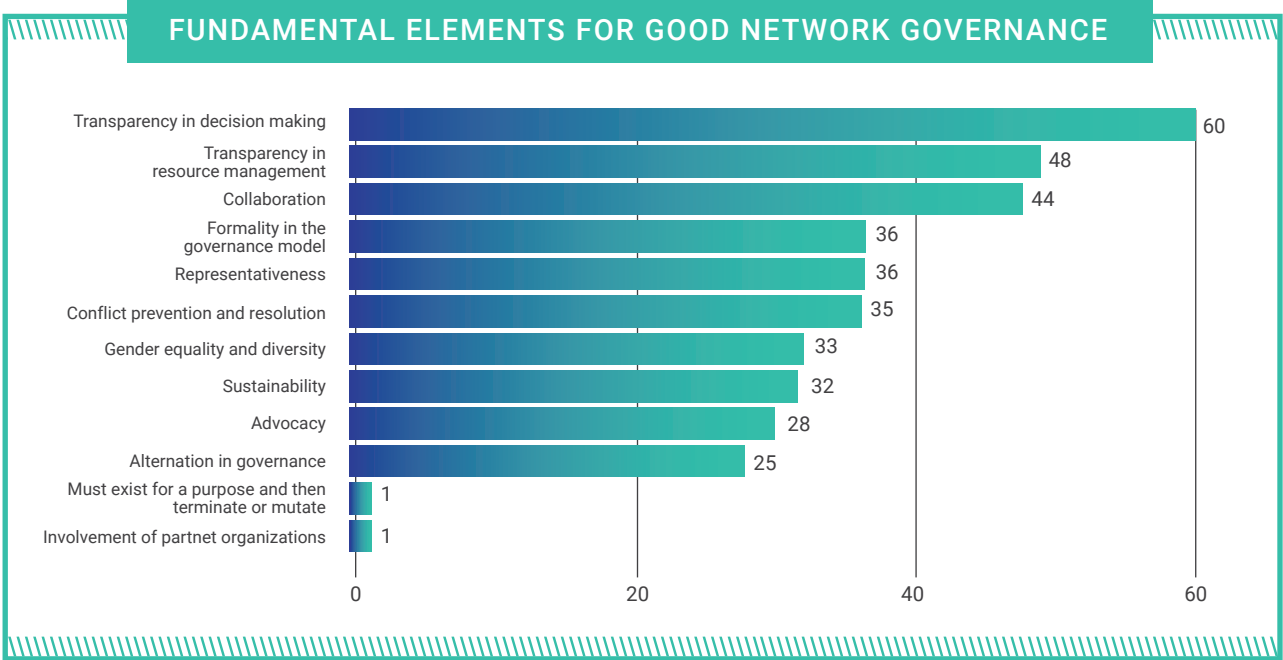


In relation to the previous point, they were asked about the elements that they consider fundamental for the proper functioning of a network and the answers they selected most often were related to those mentioned in the previous point. Thus, the element they consider most important is funding (63), then the collaborative design of actions or projects (60), strategic planning (53), and the definition of clear roles and functions (46).

As mentioned in the previous point, financing and the planning of actions and responsibilities are aspects that could have been improved in the past experiences in which the organizations participated and that they also consider to be fundamental for the successful functioning of a network.

Other aspects that were also selected by most of the participants in the survey were: action agenda (37), transparency in decision-making (34), democratic governance (32) and human resources (27).

Good network governance: key elements



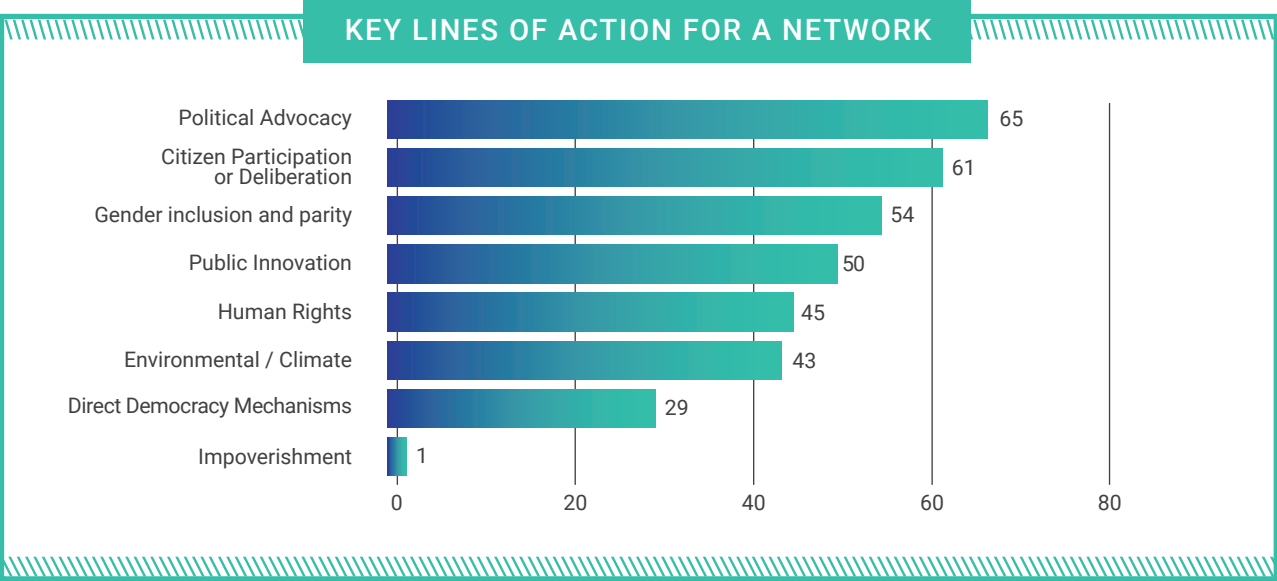
Knowing that decision making and strategic planning are elements that need special attention and work, it is essential to understand what organizations understand as good governance. In practice it can be understood in different ways and in a network it is important to clarify the way of working and decision making to reduce misunderstandings and risks around strategic planning through an inclusive, open and structured model.

For the respondents, the fundamental element for good governance of a network is, in the first place, transparency in decision-making (60), transparency in resource management (48), collaboration (44),

representativeness (36) and formality in the governance model (36). The responses show that aspects related to decision-making and forms of leadership within the network are decisive.

Respondents also state that collaboration is a central element, as it is related to transparency in decisions and the desire to actively participate in opinion and decision-making spaces. In order to implement an effective governance model, it is necessary to achieve a risk-free work environment that promotes learning, dialogue and innovation. In this sense, it is necessary to define collaborative work practices to achieve the other elements that organizations qualify as fundamental: ways of publishing information and participation for transparent decision-making and resources, guidelines to achieve representativeness of organizations and special groups or minorities within decision-making spaces, ways of resolving possible conflicts and achieving gender equality, among others.

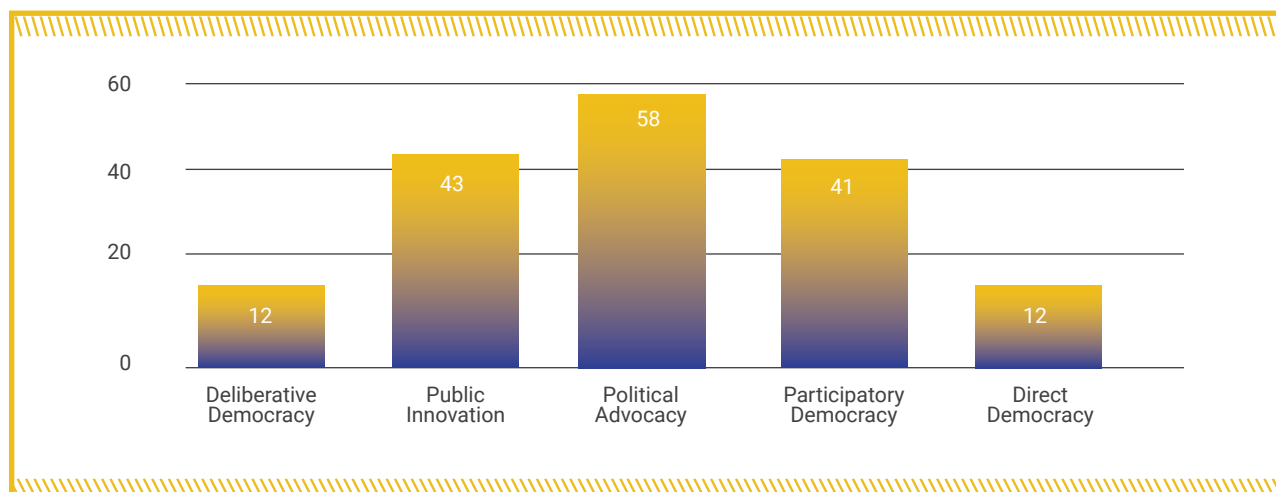
In addition, the most selected fundamental elements for the proper functioning of a network are those related to financing and fundraising: 79 people selected the joint presentation to calls for proposals to obtain scholarships, grants and other forms of financing, 72 selected fundraising for joint projects and 53 selected productive projects.



When asked about the lines of action, the most repeated themes are: political advocacy (65), citizen participation or deliberation (61), inclusion, gender and parity (53) and in fourth place, public innovation (49).

In this way, delimiting the reach helps to build common aspects between the parties and define a common purpose that unites them. Once these factors have been clarified and delimited, a strategy can be constructed that responds to the chosen or most voted theme, in this case being political advocacy or citizen participation. Likewise, in the event that an organization has the role of leading the network, it is recommended that it be highly familiar with the line of work and the chosen theme.

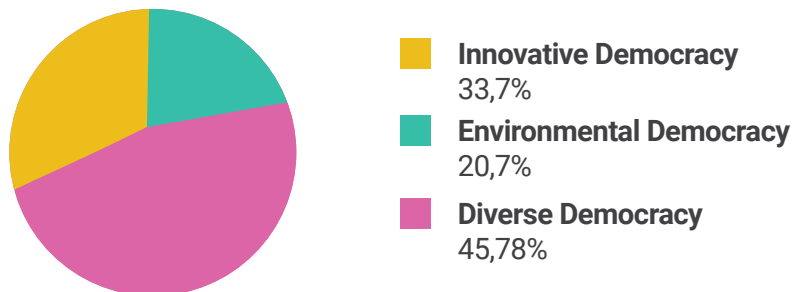
Themes of the projects developed by the organizations



The organizations report working on issues related to democracy and political advocacy. Specifically, 58 organizations have current projects related to political advocacy, 43 of them with public innovation, 41 with participatory democracy, 12 with direct democracy and 12 with deliberative democracy. This indicates a medium or high level of experience in relation to the topic of interest of this survey, which would allow an exchange of knowledge and the construction of good practices and experiences.

In the event that the network defines different lines of work, the figure of a coordinator or leader within each work topic can be considered, taking into account the experience of each organization in each of the topics. However, these lines of work should be under the same perspective or vision of work.

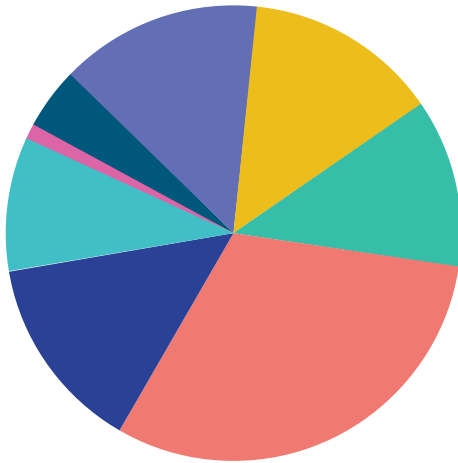
WHICH LINE OF ACTION REPRESENTS THE BEST PILLAR ON WHICH TO BUILD THIS INITIATIVE?



After each respondent specified a little more about the initiative(s) they addressed in the previous question, and with the intention of standardizing the areas in which each organization works, 3 thematic lines are proposed to classify these initiatives. 45.7% indicate having a project under the Diverse Democracy line: safeguarding, promoting and strengthening the forms of social and political participation and representation of gender, ethnic, racial and other diversity. 33.7% have an initiative under the Innovative Democracy line: integration of technologies, digital and civic, and different mechanisms of citizen participation and co-construction in favor of greater and better monitoring, linkage, connection. And 20.7% work on the Environmental Democracy line: defense of sustainability and good living with respect for nature and ancestral knowledge to enable better and more integrated solutions for societies and cities.



WHAT IS THE OBJECTIVE OF YOUR INITIATIVE?



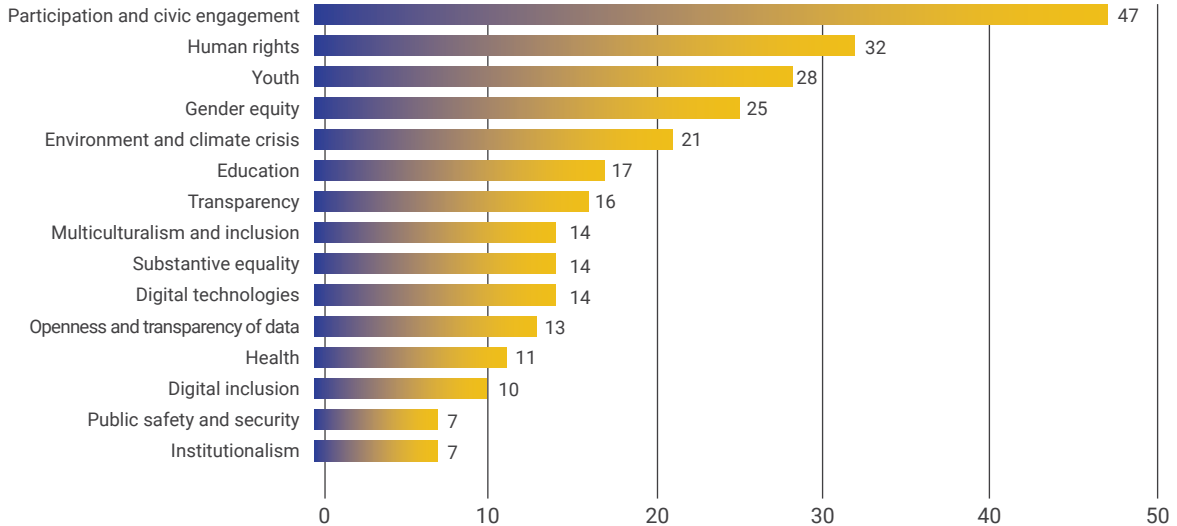
- Training of public agents**
11,70%
- Strengthen civic capacities**
15,96,0%
- Promote citizen participation**
29,79%
- Influence the public agenda**
12,77%
- Influence the decisions of public agencies**
13,83%
- Improve public services**
1,06%
- Monitor the public sector**
4,26%
- Solve a public problem**
10,64%



Continuing with the initiatives shared by the respondents, 7 possible objectives related to these initiatives are presented. 29.8% respond that their initiative is related to the objective of "promoting citizen participation", 16% "strengthening civic capacities", 13.8% "influencing the decisions of public agencies", 12.8% "influencing the public agenda" and 11.7% "training public agents".

There are two areas of work: the first where the majority of organizations work for and with citizens directly to strengthen processes and capacities of individuals; and the second, those organizations that work to influence the political agenda and decisions.

AREA OR THEME IN WHICH THESE INITIATIVES ARE BEST DEVELOPED



The majority of the organizations surveyed stated that the initiatives mentioned are developed in more than one area or theme, and some even selected 4 themes. 47 respondents selected that the initiative's thematic area is within the theme of participation and civic engagement, 31 in human rights, 28 in youth and 25 in gender equity. These responses can give primary ideas about the thematic areas that a democratic innovation network can address, in addition to making a process of selection and prioritization of themes together with the organizations that express their willingness to be part of it.

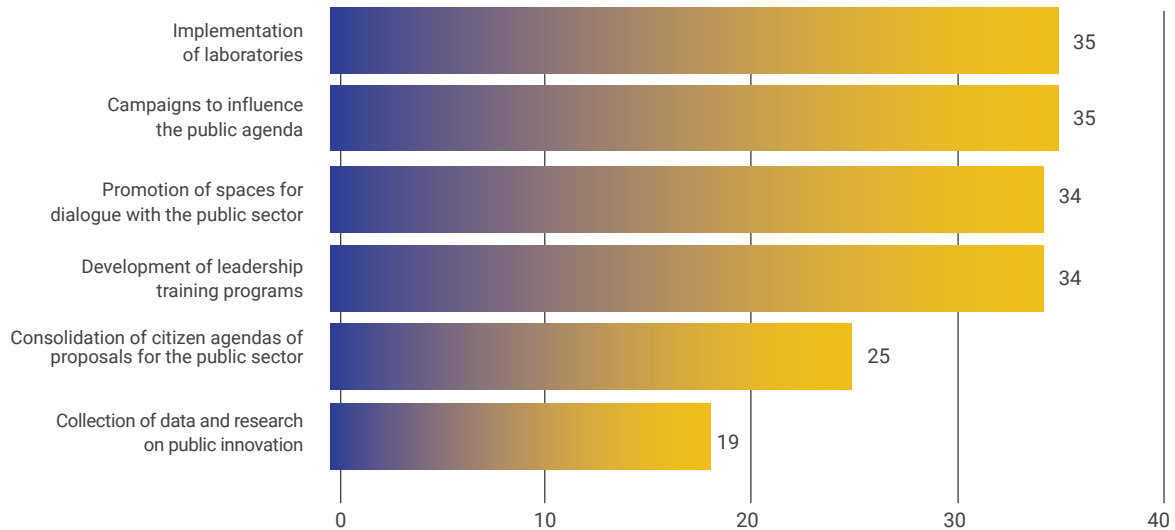
PARTICIPATION AND CIVIC ENGAGEMENT

HUMAN RIGHTS

YOUTH

GENDER EQUITY

FORMAT ON WHICH THE INITIATIVE IS FOCUSED



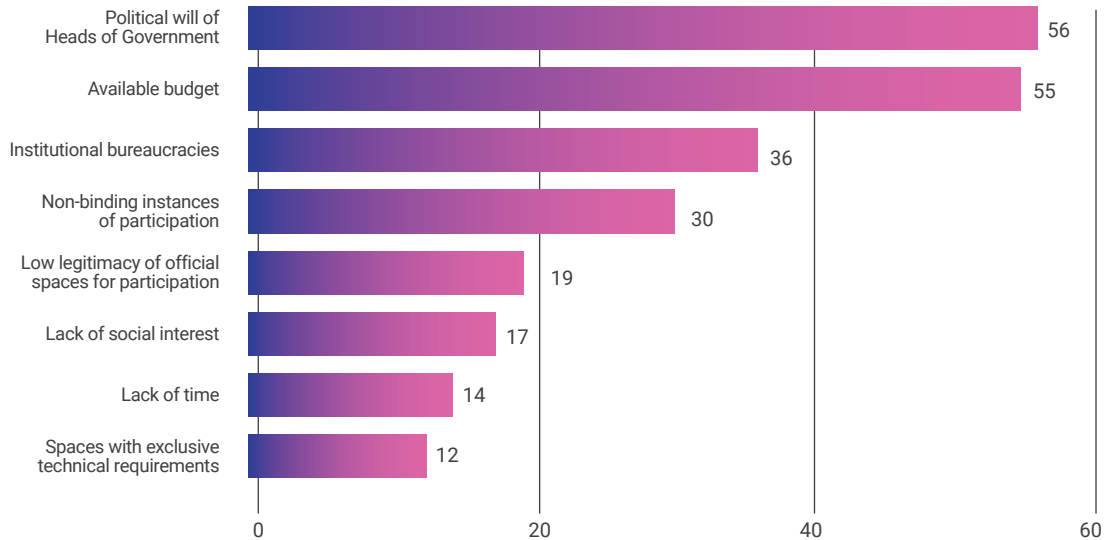
Regarding the format of these initiatives, most of the answers are: laboratories, campaigns to influence the political agenda, promotion of spaces for dialogue with the public sector and development of leadership programs, taking into account that more than one answer can also be given for this point.

According to the above, the organizations have experience in different project formats. Within spaces for dialogue or sharing, it is possible to specify those points in common of each of the initiatives and also the distinguishing points that allow the sharing of new ideas and innovations for future projects.



Challenges to influence the public agenda

GREATER CHALLENGES IN INFLUENCING THE PUBLIC AGENDA



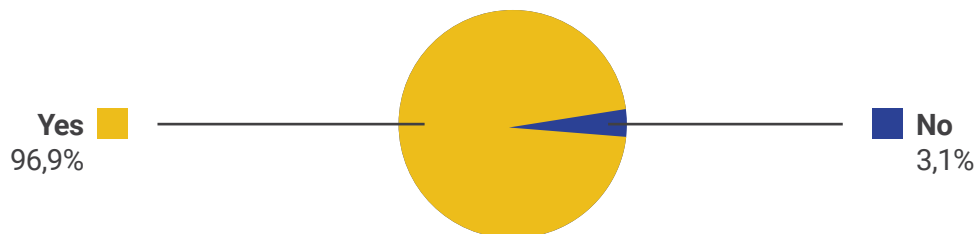
The greatest challenges in influencing the public agenda are concentrated in those that depend on public sector actors such as: the political will of heads of government (56), available budget (55), institutional bureaucracies (36) and non-binding instances of participation (30).

The options referred to that depend on the individual citizen or person were also identified as challenges, but to a lesser extent, such as spaces with technical requirements (12), lack of time (14) and lack of social interest (17).

Once the greatest common challenges have been identified, it is possible to reflectively delve deeper into these challenges at the national and regional levels to think of possible initiatives from the regional network or consortium.

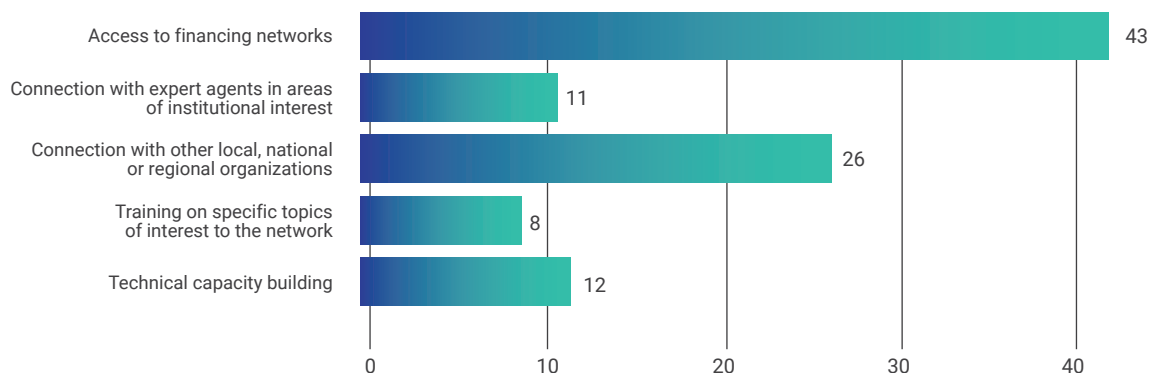
Participation in a Latin American Collaborative Network

WOULD YOU LIKE TO JOIN THE LATIN AMERICAN NETWORK TO PROMOTE CITIZEN DELIBERATION AND PARTICIPATION IN THE GLOBAL SOUTH?



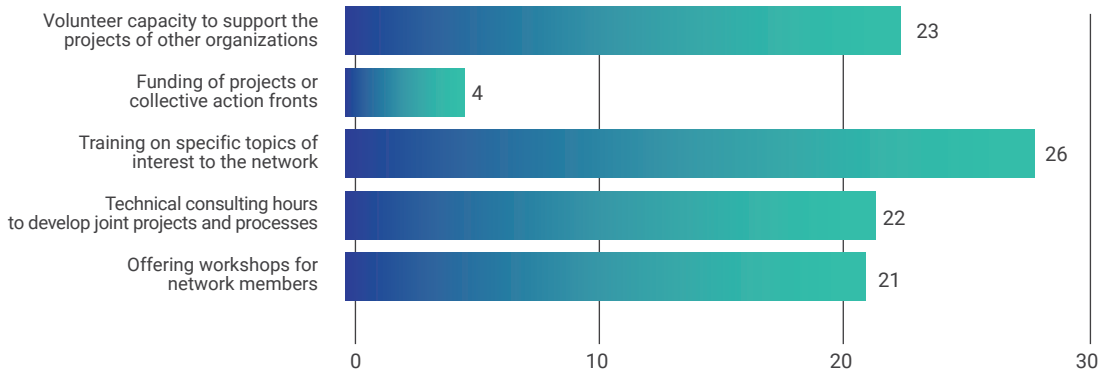
93 organizations participating in the survey expressed their desire to join a Latin American network for democratic innovation. Of these 93, it is possible to identify those that work on similar issues and have a certain level of experience in issues related to democratic innovation and citizen participation by country.

ASPECTS IN WHICH SUPPORT FROM THE NETWORK IS REQUIRED



Along these lines, the organizations highlighted the areas or themes in which they require support and which a potential network could offer. The needs of the organizations revolve around access to funding networks (42), connection with other organizations (25) and strengthening of technical and institutional capacities.

What could you offer to the network to work collaboratively with other organizations?



Beyond building projects and dialogue spaces, which strengthen communication ties, a network can benefit members in cooperative aspects, closely related to question number 8 where they point out that some of the benefits of working in a network are: articulation and collective intelligence. Training on specific topics, volunteer capacity and technical advisory hours are some areas in which the organizations would be willing to collaborate.



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