



Peru

Social Accountability
in pictures



Young volunteers help MIM disseminate information on royalties and municipal investment – MIM Cajamarca.



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The MIM team explaining the content of the publication that provides information on the Participatory Budget – MIM Cusco.





1. The MIM Peru Initiative

MIM Peru (Improving Municipal Investment - from its name in Spanish) is an initiative that convenes civil society organizations to promote Good Governance in municipalities that receive significant amount of royalties so that they are used to improve the population's quality of life. The initiative also encourages an informed dialogue between citizens and their local authorities in order to improve the impact of municipal investment on local development.

MIM Peru in brief



MIM Peru started its activities in 2005, as a pilot experience in 2 municipalities in Cajamarca. By 2014, the initiative had been implemented in 31 municipalities in 8 regions of the country: Ancash, Cajamarca, Cusco, La Libertad, Moquegua, Piura, Puno and Tacna, with the participation of 47 local civil society institutions. MIM Peru is an innovation of the International Finance Corporation (IFC), part of the World Bank Group, and the Canadian Department of Foreign Affairs, Trade and Development.

Local institutions constitute MIM Boards of Directors in their regions. MIM Boards led the implementation of the initiative seeking to promote good governance in selected municipalities in their regions. The different regional MIM Boards, of Directors, together with technical teams led by the Instituto de Estudios Peruanos (IEP), a recognized think tank, constitute the MIM Peru national network. .

MIM Peru defines Municipal Good Governance as the adequate and transparent management of economic resources to respond to the population's needs. Municipal Good Governance can, therefore, be considered to be made up of 3 key components:

Responsiveness, Responsible Resource Management and Accountability.

Recognizing that promoting Municipal Good Governance requires commitment and action on the part of both the municipal authorities and the local population, MIM Peru concentrated its actions on the following target groups:

- > Local population: men and women over the age of 18
- > Civil Society Organizations
- > Participatory Budget Surveillance Committees
- > Local Leaders
- > Municipal authorities
- > The media

MIM Peru informs the population and builds the capacity of key groups so they can demand good governance from their authorities. To do this, MIM Peru applies a methodology, designed by IFC, which includes the following strategies: (i) Communication and awareness-raising; (ii) capacity building and incentives, and (iii) feedback to authorities.

1 ¿Qué es el Buen Gobierno Municipal?

El Buen Gobierno Municipal se define como aquí donde la municipalidad responde a las necesidades de la población utilizando sus recursos de manera eficiente y rindiendo cuentas a las y los ciudadanos sobre las obras realizadas y sus impactos.

> Capacidad de respuesta

"Hacer lo que es correcto..."
Brindar servicios y obras que respondan a las necesidades de la población.

> Eficiencia

...hacerlo bien...
Diseñar y ejecutar proyectos con un costo realista y en un tiempo razonable.

> Rendición social de cuentas

...rendir cuentas por lo hecho"
Dar cuenta de los montos invertidos y de los resultados alcanzados en favor de la mejor calidad de vida de la población y el desarrollo local.

2 ¿Qué se necesita para lograr un Buen Gobierno Municipal?

> Desde la municipalidad

1. Tomar en cuenta las necesidades de la población en sus planes de inversión.
2. Desarrollar capacidades para gestionar proyectos de inversión de forma eficiente.
3. Mantener para rendir cuentas y dialogar con la población.

> Desde la población

1. Validar proyectos que respondan a sus necesidades.
2. Monitorear que los proyectos de inversión pública se hagan de forma eficiente.
3. Solicitar información y participar activamente en los espacios de rendición social de cuentas.

3 ¿Cómo promueve MIM Perú el Buen Gobierno Municipal?

Comunicando e informando
a la población sobre: canon minero, inversión municipal, las necesidades de la población, las prioridades del desarrollo local, etc.

Mejorando las capacidades
de las y los ciudadanos para que monitoreen los avances en la gestión de inversiones.

Brindando información a las autoridades
sobre la participación de la población de su localidad con respecto a la (s):

- Gestión municipal y de inversiones.
- Rendición de cuentas.
- Provisión de servicios básicos.
- Prioridades de desarrollo local.
- Preguntas e inquietudes de la población.

Para mayor información visite: www.mim.org.pe


Key Results (December 2014)

Municipalities improve their scores in the MIM Municipal Good Governance Index:

- > 24 municipalities improved their position in the MIM Municipal Good Governance Index compared to the baseline dated from December 2010.
- > The average score among the municipalities improved from 6.5 in December 2010 to 10 in December 2014.

Population actively participating in promoting municipal good governance:

- > 9,360 people registered to receive information from MIM.
- > Over 419,000 visits were made to the MIM Peru website in search of information about royalties and municipal investment.
- > 48 Participatory Budget Surveillance Committees organized themselves into 8 networks within 7 regions in order to undertake their investment monitoring role more effectively.



Informative activity -
MIM Moquegua



Increased knowledge among the population:

- > By December 2014, the population of all the municipalities being monitored showed increased understanding of basic concepts regarding royalties and municipal investment:
 - The percentage of the population that understand basic concepts regarding royalties increased from 17.7% to 52.6%
 - The percentage of the population that periodically access information about royalties increased from 30.8% to 42.1%
 - The percentage of the population that knows their right to request information increased from 45.4% to 53.8%

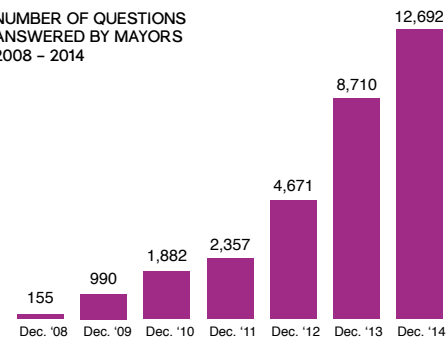
Mayors answer questions from the population

- > 12,692 questions collected by MIM have been answered by mayors from 27 of the municipalities being monitored by MIM Peru
- > The ratio of answers to questions presented increased from 19% in December 2008 to 60% in December 2014

An active and committed Media:

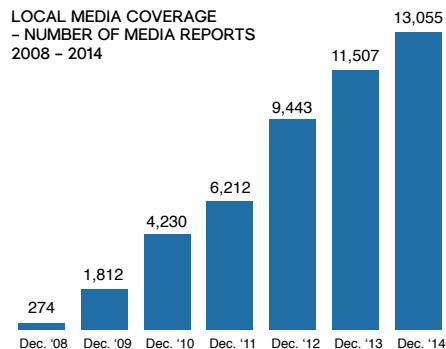
- > The media has distributed information produced by the MIM Peru initiative, at no cost, in more than 12,300 news features

NUMBER OF QUESTIONS
ANSWERED BY MAYORS
2008 - 2014



Source: MIM Peru

LOCAL MEDIA COVERAGE
- NUMBER OF MEDIA REPORTS
2008 - 2014



Source: MIM Peru



2. Communication and awareness-raising regarding basic concepts

Helping leaders, grassroots organizations and the population to be aware of and to understand the issues related to municipal investment, the use of the mining royalties, social accountability and their civic role.



MIM Peru informative activity – MIM Ancash.

Providing periodic information using different formats and channels to contribute to creating change agents who can generate dialogue and promote transparency and social accountability.



Informative session - MIM Perú

"Before, we knew that we could ask for information, but we didn't know how. Now we are clearer about this," said Magda Urbina, leader of the Jesus district in Cajamarca. Her thoughts were echoed in the results of the latest survey carried out by the MIM Peru initiative in December 2010, in the 8 regions being monitored. The results revealed significant improvements in women's knowledge of mining royalties and municipal investment compared to the May 2008 survey; of 30% and 136% respectively. The communications and dissemination processes carried out by MIM Peru, using educational materials such as the "Don Justo and Doña Clara" comic booklet significantly contributed to these results. These used simple and accessible language to discuss issues relative to mining royalties, municipal investment and the right to information. This type of material, along with street theatre, has particularly helped MIM Peru to reach women, who are often excluded due to their poor educational levels (18% of women in the regions that MIM works in are illiterate).

Empowered women express their interest in learning more about mining royalties and municipal investment. Now that they are more informed, they are better positioned to demand social accountability from their authorities and to influence their decisions.

MIM Peru informative session – MIM Tacna.



By using comic booklets that illustrate basic concepts and simple dialogues, by providing theater in public spaces, by visiting leaders in their grassroots organizations or by holding training workshops, MIM Peru aimed to increase women's participation in their different activities.

"Thanks to MIM Tacna, I am going to be a good president of my neighborhood committee. All citizens should be informed, above all those of us who have important roles in our organizations. This is even so considering that we have the opportunity to approach MIM Tacna for information. Now I will be much more prepared to participate in the participatory budget and I will really try to be a participatory agent and make sure that we prioritize the projects that we citizens of this district need."

Testimonies like the one from Mary Zamora Zans, leader of Los Rosales neighborhood committee, in the urban district of Gregario Albarracin in Tacna, are examples of the motivation these women have to participate in the development of their communities.

Examples of informative materials



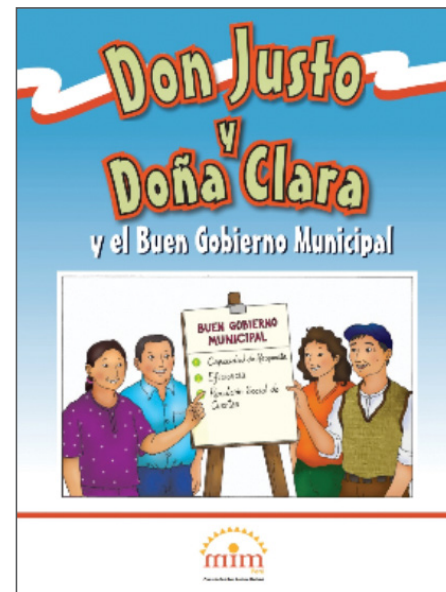
MIM Informa Bulletin

Quarterly publication in which each regional MIM presents the MIM Peru Municipal Good Governance Ranking of the municipalities monitored by the initiative.



Findings

Weekly, one page publication that provides up to date, relevant, objective and impartial information on the topics relevant to the MIM Peru initiative.

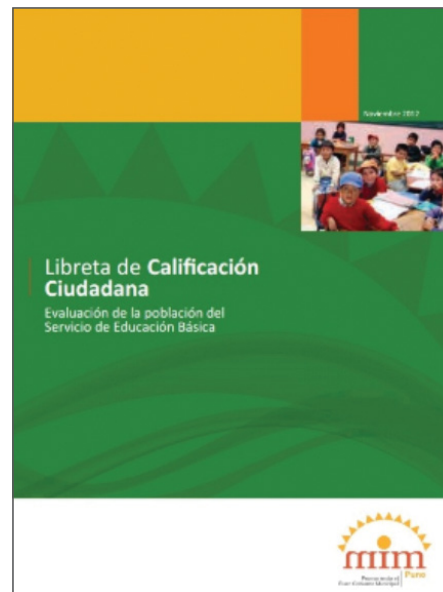


Mr Justo and Mrs Clara comic booklet

User-friendly stories with educational content on royalties and municipal investment used as support material in communicational activities carried out with the population.



Participatory Budget Booklet
Quarterly publication that presents relevant information on the progress being made by projects selected in the Participatory Budget process.



Citizen's Score Cards
Bi-annual publication that shows the population's perception regarding key services provided by the municipalities. It tells local authorities how users perceive their service provision and aims to identify opportunities for improvement.

Motivating local leaders to become involved and contribute to the good use of public resources.

Telesforo Paucar is a young leader, from the Consuelo de Velasco de Paita - Parte Alta settlement. MIM Peru had the opportunity to meet him in one of the visits to the Paita Provincial Municipality, where Telesforo always goes to coordinate projects for his settlement.



Telesforo Paucar Cagallaza, Paita - Piura

In 2012, he represented his organization in the Monitoring Municipal Investment Contest. This was very positive because, he not only formed a working group made up of young people, but the group obtained second place in the contest. Telesforo has always participated in training workshops for leaders and showed a lot of interest in learning, even though he has to share his time with his family and work commitments too.

In 2013, he participated in a workshop that MIM Piura carried out on the participatory budget and Participatory Budget Surveillance Committees and was afterwards elected to be a member of the Paita Municipality's Participatory Budget Surveillance Committee by the population.

After being elected he went to talk to MIM Piura's technical team. Telesforo expressed his desire to do things well and to ensure, together with the other members of the Monitoring Committee that the authorities honor the Participatory Budget and implement the prioritized projects adequately. *"I am interested in MIM training us in the role we should play and in our functions."* That led to a meeting with all the members of the Surveillance Committee, in which Municipal Good Governance and the idea of MIM Peru carrying out workshops to strengthen Surveillance Committees was discussed.

Ensuring that journalists and the media have a better knowledge of municipal investment and a more active role in covering and making the public aware of issues related to it.

Municipal Good Governance and its components in Aymara

Eugenio Aguilar is a self-confessed radio fanatic. Fittingly, it was on a radio program that he first heard about the notion of Municipal Good Governance and it caught his attention, particularly the three criteria used to measure it. *"I understood almost everything about Municipal Good Governance and I immediately started to think that it could be applied to my municipality. I wanted first to see whether the municipality was fulfilling these three criteria or not and then to make the authorities and all of the population aware of it, so that we are all on the same page when talking about Municipal Good Governance."*

That goal inspired him to translate the explanation of the three components of Municipal Good Governance into his Aymara mother tongue, so that it could be more easily understood. This was particularly important given that half of the population in Puno, especially in the southern part, only speak Aymara. *"It wasn't that easy to translate. It took me a long time, but I think it was worth it. It's ready now and I have been making people aware of it through a local radio station, so as my fellow Aymara speakers in the region also know what Municipal Good Governance is"* he added.



Good Governance Index and its components in Aymara, a native language in Peru.

Training session with local leaders – MIM Cajamarca.





3. Capacity Building

Improving local leaders' skills for monitoring investment
and for promoting Municipal Good Governance.



Increasing members of the Surveillance Committees' knowledge about royalties, municipal investment and Municipal Good Governance, both through training workshops and by providing them with tools, to motivate them into action.

"MIM has helped me a lot by giving me information to help fulfill my functions. I think it's a good idea to extend the training to the members of the neighborhood committee that I represent". Wilder Sanchez Garcia, President of the San Jose Neighborhood Committee in Cajamarca, made this statement at the end of the training workshop that was facilitated by MIM Cajamarca, in coordination with the Cajamarca Provincial Municipality's Civic Participation Office. The workshop was carried out in June 2011 and was aimed at the presidents of neighborhood committees. Its objective was to familiarize them with the internal procedures necessary to monitor projects and the Modified Institutional Budget's progress. This helped them discover which projects presented in the Participatory Budget had been considered for implementation, along with the progress made in their implementation.

During this workshop, Wilder realized that his project had not been prioritized the previous year. By monitoring this project from then on, he found out that it had been observed. He therefore started to work to overcome the observations, so its implementation could be programmed.

"The training and information that MIM Cajamarca gave the presidents of the neighborhood committees was very timely, because most of us didn't know how Municipal procedures worked. In my case, I didn't even know the current state of the project to pave the San Gabriel passage," he said.

Wilder's work didn't stop there. His commitment to his community led him to ask MIM for their support to carry out Itinerant Civic Debates in the San Jose neighborhood. As a result, before the year finished, MIM carried out two meetings with the neighbors in the area. These benefitted more members of the community by providing them with basic knowledge and tools regarding municipal investment and mining royalties.

Training session with members of the Participatory Budget Surveillance Committees - MIM Cajamarca.





Strengthening the work of the Participatory Budget Surveillance Committees

"We need to improve our monitoring report by including up to date information on the use of mining royalties and we want to strengthen our [surveillance] committee so that our work is recognized by the media, the population and our authorities," was Victor Zubiaurr's request to MIM Tacna in 2009. Victor is the representative of the Participatory Budget Surveillance Committee that monitors Tacna's Regional Government.

That year, MIM Tacna helped Victor and members from another 8 Participatory Budget Surveillance Committees to form a network and adopt a common work

"...the Network helped us a lot. Working alone limited what we could do. If we say we are part of a network, we increase our possibilities for achieving results; we gain respect from our authorities because we are part of the Network," were the words of Francisco Palaco, a member of the committee to monitor the Pocollay District Municipality in Tacna.

MIM Peru supports the Participatory Budget Surveillance Committees by providing them with training, updated information and working methodologies so that they can effectively undertake their monitoring role. In this way, MIM Peru contributes to promoting a culture of transparency and dialogue between the population and their authorities.

plan and similar methodologies for their monitoring and reporting processes. The Tacna Network is currently made up of 9 Monitoring Committees and it prepared and presented annual monitoring reports in 2009, 2010 and 2011.

Inspired by the experience in Tacna and following their model, 8 Participatory Budget Surveillance Committee Networks were formed in 7 regions made up of 28 committees. MIM Peru provided these networks and other Monitoring Committees with advice on how to prepare reports, along with permanent training on topics related to monitoring the Participatory Budget.

Members of the Participatory Budget Surveillance Committees learning about the Participatory Budget process - MIM Moquegua.





Promoting better understanding and greater coverage of issues surrounding municipal investment and the use of mining royalties in municipal investment.

"The best thing about the workshop was that we learned where and how to gather information about the projects".

Rosana Peña Marcelo, a journalist from Radio Activa in Piura, gave this testimony at the end of the training workshop on economic journalism given by MIM Piura at the end of 2012, in which journalists from the Paita and Talara provinces and from the district of El Alto participated. The workshop aimed to familiarize the participants with practical ideas for writing economic news. This meant that they could have a better understanding how the MIM team got information for the Findings, by using the internet and monitoring web pages containing economic information such as the Ministry of Economy and Finance's user-friendly portal, the SOSEM, MOSIP and SNIP, among others. This helped them ensure that the information presented was up to date, verified, timely and neutral.

This work to involve them in the practical writing of economic news led to the journalists themselves taking the initiative and requesting a second workshop on the use of the internet to monitor public investment. This would allow for their colleagues from the whole Talara district to benefit as well. The request was presented through Rosanna Peña, who also offered to take on the responsibility, in her words "for inviting journalists and communications specialists to participate, for identifying a computer center with access to internet and for publicizing the event." The request was accepted by the Board of Directors of MIM Piura. In March 2013, a new workshop was carried out in Piura with the participation of 30 journalists.

The MIM Ancash Coordinator being interviewed by the media interviews, on royalties and investment – MIM Ancash.



Participants from the Monitoring Municipal Investment Contest on their way to the municipality to ask for information – MIM Cajamarca





Posters used to promote the monitoring contest.

4. Incentives for action

Motivating organized civil society, especially grassroots organizations, to monitor municipal investment.

The MIM Piura Coordinator explaining the rules of the Monitoring Municipal Investment Contest to leaders interested in participating - MIM Piura.



Empowering women to fulfill their monitoring role

"Now we know that when we ask [the municipality] for information about an investment project, they aren't doing us any favors; we are exercising our civic rights and they are obliged to answer us. We are women, we are citizens and therefore we have the right to be informed" stated emphatically Dalia.

Listening to Dalila Morales Quintana, the mixture of strength, energy and commitment that this leader from Cajamarca exudes is both evident and inspiring. Dalila is currently the treasurer of the Federación de Rondas Campesinas Femeninas del Norte del Peru- FEROCAFENOP Cajamarca (Federation of Female Peasant Patrols in Northern Peru). As an active leader, she participates in the diverse activities carried out by MIM Cajamarca in the region. She and the other members of FEROCAFENOP are always willing to learn and participate in initiatives that contribute to their community's wellbeing.

Her participation in MIM's Monitoring Municipal Investment Contest is proof that perseverance bears fruit. Dalila and a group of colleagues from FEROCAFENOP Cajamarca participated in the 2013 contest, monitoring a project to improve and extend an educational institution. They were still learning about municipal investment and the mechanisms to monitor investment project management and so that year they didn't win. But that didn't stop them.

The following year they participated in the contest again. *"The MIM Cajamarca Project has helped us to be more prepared, to understand how to approach our authorities and how to ask for information,"* said Dalila when talking about her experience. With the experience gained the year before, in 2014 their work deservedly won first prize in the region, by monitoring the project to improve the operational capacity of the laboratory to control water quality being implemented by the Los Baños del Inca District Municipality.

Placing the improvement of basic services provision in the public agenda.



MIM Peru Journalism contest winners.

"The most important thing that MIM does is get important issues, like water and sewage, onto the public agenda".

Those were the words of Abel Villalba, the journalist who won the prize for the best television report in the contest run by MIM Peru, in alliance with the Consejo de la Prensa Peruana (Peruvian Press Council), the Asociación Nacional de Periodistas (National Journalists Association), Propuesta Ciudadana (Citizen's Proposal) and the World Bank's Water and Drainage Program. The aim of the contest was for journalists to deepen their knowledge of and disseminate the state of the water and sewage services provided by different municipalities. Journalists from seven regions (Ancash, Cajamarca, Moquegua, La Libertad, Piura, Puno and Tacna) participated.

"The media plays an important role because it can send out a positive or negative message. In this case, it is a positive one, because MIM provides us with information about government indexes, budgetary expenditure, investments and projects. We then transmit this information through the media and, in turn, the population learns about these issues, they make them their own and therefore they know what money from mining royalties is invested in. By gaining this

knowledge, they are better equipped to participate in the participatory budget and to decide what to do with this money. That's very positive," said Abel.

Their experience shows the contribution that journalism and the media can make to improving Municipal Good Governance, along with the importance of working with young people on the issues of monitoring and social participation. *"I had the pleasant surprise of discovering MIM Puno when I was a university student. I liked Mr. Justo, the educational pills, the Findings. Since I am a journalist, I received MIM's Findings which really helped us to make our programs more dynamic, to lay the cards on the table and say listen, 30% of the budget has been spent, what should we do, there are only 2 months left. Then those involved have to analyze the problem and the population participates too."*

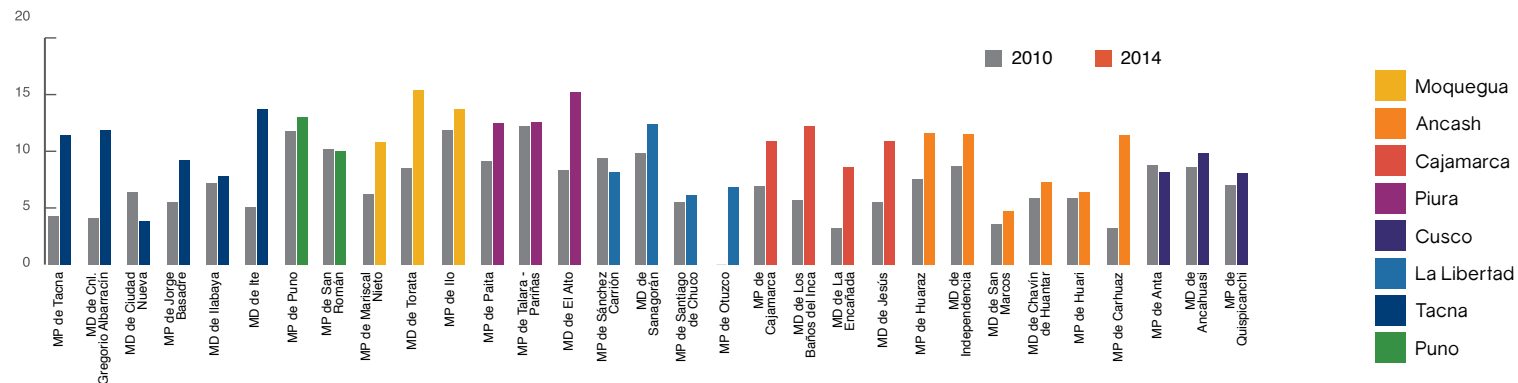
The contest was run for two consecutive years and had three different categories: written, including virtual press, radio and television.



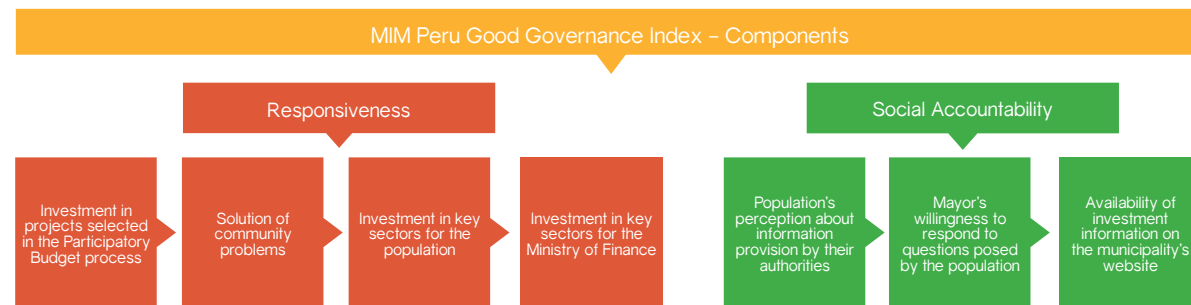
5. Feedback for municipal authorities

Encouraging good practices:
The MIM Peru Municipal Good Governance Ranking.

MIM Peru Municipal Good Governance Ranking



Calculating the MIM Peru Municipal Good Governance Index





Member of the population depositing a question for her Mayor – MIM Tacna.

Sharing questions with municipal authorities related to population management and quality of basic services



Antonio Mezarina, Mayor of Independencia, answering questions from the population.

"I would like to thank MIM Ancash's team for the work they do to keep us informed of the population's perceptions. MIM Ancash has become our 'guardian angel'," said Antonio Mezarina, mayor of the Independence district in the department of Ancash in Peru. The mayor expressed this opinion during a public event organized by MIM Ancash to share the results of its last survey, which compared statistics regarding the royalties received, royalties implemented, the main projects being implemented and the population's perceptions regarding the use of resources. In a clear demonstration of transparency and willingness to dialogue with the population, the Mayor voluntarily responded to 19 questions from the population regarding his administration, which had been channeled by MIM. The Mayor's comments were welcomed by journalists, students, community representatives and municipal officials attending the event. MIM Peru plays an important role in generating informed dialogue between the population and their authorities. It aims to change behavior on both sides. By doing this it hopes to achieve its prime objective of promoting civic participation and social accountability regarding the use of mining royalties. The Mayor's actions were institutionalized and, since that day, the Municipality of Independencia regularly responds to questions from its population, showing a willingness to be held social accountable regarding the use of royalties.

Youth writing their questions to their mayors - MIM Cajamarca.





Peru

Social accountability in pictures

About MIM Peru

MIM Peru (Improving Municipal Investment - from its name in Spanish) is an initiative that convenes civil society organizations to promote Good Governance in municipalities that receive significant amount of royalties so that they are used to improve the population's quality of life. The initiative also encourages an informed dialogue between citizens and their local authorities in order to improve the impact of municipal investment on local development.

MIM Peru was implemented in 31 municipalities. Around 50 civil society organizations participate in 8 regions of the country. It receives support from International Finance Corporation (IFC), a member of the World Bank Group, and the Government of Canada.

For more information visit: www.mim.org.pe



Canada

