

PROJECT PROFILE

PROJECT NAME	Trampoline Project Chile: Leveraging data and investment for inclusion through sport
BENEFICIARY AND/OR EXECUTING INSTITUTION	CAF (Gender, Inclusion and Diversity Management), UNESCO, International Olympic Committee (IOC), and UN Women
STRATEGIC ALLIES	<p>The Ministry of Sport of Chile (MINDEP) is the ministry responsible for public policies related to development and promotion of sport in Chile. The Ministry is responsible for the Undersecretary of Sports and the National Institute of Sports (IND). Since 2022, Alexandra Benado Vergara serves as Minister, while the respective undersecretary is Antonia Illanes Riquelme; acting under the government of Gabriel Boric.</p> <p>The Ministry of Social Development is responsible for contributing to the design and implementation of policies, plans and programmes social development, especially those aimed at eradicating poverty and providing social protection for individuals or vulnerable groups, promoting mobility and social integration.</p> <p>The Santiago 2023 Organizing Committee is a non-profit private law corporation, formed by the National Institute of Sports and the Olympic Committee of Chile, is in charge of the total organization of the Pan American and Parapan-American Games. The organization of the games includes the participation of more than 8 thousand athletes in 38 Pan-American and 17 Parapan-American sports. Their main headquarters will be the city of Santiago and seeks to leave a legacy for the whole country.</p> <p>The Paralympic Committee of the Americas (APC) is the cornerstone of the Paralympic Movement throughout the Americas. They are planning and running this flagship event, the Parapan-American Games, a year before the Paralympics. The APC was established in August 1997. Initially, most countries did not have a National Paralympic Committee, and most members of the International Paralympic Committee (IPC) of America were federations for visually impaired people, or wheelchair athletes. Since then, the APC has been growing continuously with very clear purpose and objectives to working closely</p>

	<p>with its member countries, while seeking to build more inclusive societies for people in the Americas through the support, promotion and development of Para sports.</p> <p>The National Disability Service (SENADIS) is responsible for promoting the right to equal opportunities for persons with disabilities, in order to achieve their social inclusion, contribute to the full enjoyment of their rights and eliminate them from any form of discrimination based on disability. They achieve this through the coordination of State actions, alongside the implementation of policies and programmes within the framework of inclusive local development strategies.</p>
<p>GENERAL OBJECTIVE</p>	<p>Promote the inclusion of persons with disabilities through a pilot applying the Social Outcome Contracting methodology (SOC) as part of the legacy of the 2023 Santiago Parapan American Games.</p> <p>Thanks to involvement from the IOC and UN Women, the objectives of this project are extended to include gender equality metrics, broadly configured across two implementations:</p> <p>1A: focusing on inclusion of persons with disability with a strong gender mainstreaming component 1B: focusing on gender equality with a strong dimension of including persons with disability.</p>
<p>BACKGROUND AND JUSTIFICATION: <i>The description of having the starting point or baseline, as well as the expected change of intervention</i></p>	<p>CAF, through its section of Gender, Inclusion and Diversity Management, is partnering with UNESCO to promote sport for people with disabilities as a tool for sustainable development, notably for inclusion. With the emergence of new financial arrangements and data modeling methodologies to scale-up funding in this critical area of sustainable development, public development banks have a common interest in ensuring that knowledge, data and capacity from these innovations remain in the public realm. CAF has therefore partnered with UNESCO to ensure that resources developed through local implementations in sport for development will be cutting edge, and contribute to this open-source backbone, growing the ecosystem of investment in disability, gender equality, and sport throughout Latin America and beyond.</p> <p>About 15 per cent of the world’s population lives with some form of disability according to the World Report on Disability. For this reason, there is a need to generate inclusive programmes and projects to promote persons with disabilities to make a positive impact on their communities, with sport for development being a key to this.</p> <p>Sport for development increases opportunities for inclusion and welfare of persons with disabilities as it challenges perceptions in the community, suppresses stereotypes and improves self-confidence. Sport is</p>

also a tool for achieving the Sustainable Development Goals, driving impact in education, physical, mental and emotional health, and profound cultural and social impact. The UN has recognized this role of sport in sustainable development, cataloguing it as an "important enabler" as it promotes "tolerance and respect and the contributions it makes to the empowerment of women and of young people, individuals and communities as well as to health, education and social inclusion objectives".

However, it remains a challenge to have dedicated and sustained funding at scale in Sport for Development in Chile and the rest of Latin America. Many stakeholders do not appreciate the link between sport and social development. In addition, a lack of coherent, publicly available data is an important barrier to attracting sustained funding at scale. Being able to clarify and manage the risks associated with this agenda is therefore a key condition for unlocking the sustainable financing.

That is why we have called for an unprecedented international partnership, because these projects have never targeted the promotion of people with disabilities with such a unique opportunity to innovate, test and promote sustainable development financing with a view to contributing to the international landscape of development financing. UNESCO, the IOC, the IPC, and the Office of the High Commissioner for Human Rights have expressed interest in forming an advisory committee for this initiative. This joint action has been reinforced by CAF's joining the Coalition for Sustainable Development through Sport, a group of development banks and experts, in which UNESCO coordinates a working group on leveraging the power of sport for development to achieve the SDGs.

Chile, a country that has ratified the International Convention on the Rights of Persons with Disabilities, has a historic opportunity to be a pioneer in a new methodology aimed at catalyzing Sport for Development. This methodology, called Social Outcome Contracting (SOC), allows public actors to pay directly for social outcomes, such as reducing violence in a population, or increasing access to improved education. Funding is modelled around a joint understanding of outcomes and impacts expected, tabulated in cost-savings estimates around sustainable development priorities. This funding is then provided to participating implementing agencies, who monitor their impact on vulnerable sectors through the enlargement of sports activities or facilities. For example, in a community where there are high rates of domestic violence and addictions, the expected social result may be to reduce these indicators from the initial value measured. The partner will then "buy" the expected social outcome, agreeing to provide funding for the planned activities, only when the result is achieved. A risk investor will then provide the money up-front, and will receive the reimbursement of its economic contributions with interest when data shows real improvement among beneficiaries. Thus, the investment risk incurred by ministerial and

philanthropic investors is minimized through multi-lateral cooperation, while data collection and results are maximized.

In order to develop a foundation of data to prepare for a scaled-up SOC implementation, it is vital that impact metrics be estimated and modeled in order to show the probable return on investment and cost-savings implied by sport investment. One such model of social return on investment data monitoring was developed by UEFA to demonstrate the causality of investment in sport for compliance with sustainable development goals. Reflecting the successful implementation of this impact measurement model across Europe, CAF's project will replicate this work through their implementation in Chile.

This cooperation foresees three phases of engagement between CAF, UNESCO, and partners:

- I) In Phase I, CAF will fund the design and implementation of a 'mock' Social Outcomes Contract, aimed at developing a network of implementing partners, and a baseline of local data showing the strong cost-benefit of impact investment in sport for inclusion and disability outcomes in Santiago de Chile. This first phase will be funded as a grant, to demonstrate the cost savings driven by sport investment, and to justify scaling up of the project. This phase will be divided along two funding streams. The first stream, (1A), will be a credit operation from CAF to finance a legacy programme of the Santiago 2023 games in sport for persons with disability. Support from the IOC has followed extended this project to include a gender inclusion focus. This stream, (1B), will incorporate metrics on gender equality into CAF's pilot programme.
- II) In Phase II, CAF will serve as risk investor for a scaled-up loan from the Ministry of Sport in Chile. Early estimates predict a programme of \$25 million, a portion of which will be dedicated to national expansion and replication of the pilot project across Chile.
- III) Phase III is an ambitious regional strategy, in which Chile's leadership in this project will be showcased for replication in an array of outcomes-based investments in sport for development across Latin America through UNESCO's Fit for Life global alliance.

Chile is the ideal country to stage the pilot of this ambitious agenda because Santiago will host the seventh Parapan American Games in 2023. There exists a real desire among national and local stakeholders, together with international partners, to develop and test an innovative SOC legacy implementation to promote the inclusion of persons with disabilities.

	<p>For this purpose, the Gender, Inclusion and Diversity Management section of CAF through its Inclusion Coordinator, has carried out missions and held face-to-face meetings with authorities in Chile, such as the Ministries of Sport, of Social Development, and of the Presidency, the Municipality of Santiago, the Paralympic Committee, the Organizing Committee of Santiago 2023, the designers of Chile’s new constitution, and the National Disability Agency, with positive results and great interest in this innovative proposal.</p> <p>In this regard, it should be noted that this technical cooperation reflects a common theme of innovation and expansion as a legacy proposition for major contemporary sporting events. As the games of Barcelona 92 or London 2012 marked legacies for the inclusion of people with disabilities for these countries, the idea is that Santiago will follow these examples and lead system-change in this space.</p>	
TOTAL AMOUNT OF THE PROJECT	USD	<p>Total: 170.000 Breakdown:</p> <p>150.000 will finance the design and implementation of the pilot phase of this project (of which, 17.000 will be paid to UNESCO for the contracting of external consultants to facilitate this work)</p> <p>20.000 will finance the design of the scaled-up loan, correlating data from the first implementation to justify larger government investment.</p>
AMOUNT REQUESTED FROM CAF	USD	170.000
COFINANCING:	Yes. The IOC will provide an additional \$150.000 USD to finance the extension of the pilot project implementation to include gender equality metrics.	
<i>DETAILED QUOTE IN USD: Please fill out Annex 1 and 2</i>		
TERM OF EXECUTION OR IN MONTHS:	14 months	
<i>EXECUTION SCHEDULE: Please fill out Annex 3</i>		

DESCRIPTION OF PROJECT COMPONENTS AND ACTIVITIES:	
Component 1: Contribute to the inclusion of persons with disabilities in the city of Santiago de Chile, through the design, implementation and evaluation of an SOC pilot in the framework of the Santiago 2023 Parapan American Games.	
Outcome 1.1	General pilot design with SOC methodology
Indicators and Sources of Verification	<p>Name of Indicator: Document with integral design of the pilot, contemplating identification of social results, design of services, required legal documents, etc.</p> <ul style="list-style-type: none"> • Listed cohort (clients) who will benefit from these services, the results (direct effects) that the project aims to achieve, and the financial structure for achieving the expected results. • Detailed design of the services that will lead the cohort to achieve clear outcomes, as well as the structure of the contract that will govern the pilot. • Delivery of the Social Results Contract with the designed rate card.
Intermediate Products (Activities)	<ul style="list-style-type: none"> • Definition of target cohort. Identification and definition of the characteristics of the beneficiaries to whom the service is addressed as well as identification of the channels through which they were captured. • Definition of results for the pilot. Definition of outcomes for the pilot phase of the project. • Identification of governance support. Identification of organizations involved in pilot strategic governance. • Definition of Rate card (estimated outcome price). Definition of Outcomes tariffs for the pilot phase of the project. • Financial model Development of the financial model for the pilot (P&L, CashFlows, etc)

	<ul style="list-style-type: none"> • Definition of SOC structure. At the same time that the Financial Model is developed, decision and definition of the optimal structure. • Mock-SOC for the grant-based funding of the pilot phase, depending on the stakeholders involved and the different relationships between them. • Identification of the customer reference process. At the same time as the definition of the customer, identification of the channels with the clients/beneficiaries and responsible organisations will be recruited. • Customer journey and service integration. A customer's standard flow mapping in service to facilitate service analysis and processes and encourage more efficient integration. • Design of the intervention model. Design of the model through which services will be provided to clients/beneficiaries. • Legal and regulatory requirements. Identification of regulatory requirements and restrictions prior to launching the pilot for incorporate them into the design phase.
Outcome 1.2	Creation of SOC alliances: Identification and creation of alliances with stakeholders.
Indicators and Sources of Verification	<p>Indicator name: Stakeholder map. Stakeholder identification and relationship mapping.</p> <p>Indicator name: Formal agreements with stakeholders that express their commitment.</p>
Intermediate Products (Activities)	<ul style="list-style-type: none"> • Vendor market testing: Testing available service providers and evaluating their capabilities. • Procurement Strategy: Definition of service provider procurement strategy (e.g., multiple vendors providing the same service in different areas; a large provider covering all areas, etc). • Identify delivery providers. • Design and implementation of the governance project. Design of internal governance processes and their implementation
Outcome 1.3	Implementation of the pilot, including systematization of the operation and evaluation of results and impact

Indicators and Sources of Verification	<ul style="list-style-type: none"> • Monthly reports. During service development, agreed KPIs and information will be reported monthly. • Final report (Systematization). • Test - Quarterly Quarterly performance review and detailed review of forecasts, with adjustment of the latest if necessary.
Intermediate Products (Activities)	<ul style="list-style-type: none"> • Data management, reporting and performance, data capture, data processing. • Conduct of workshops, training and accompaniment actions, sports activities, and other initiatives raised in the design pilots. • Identification of indicators and methodology to perform the impact assessment achieved with the implementation of the pilot. • Preparation of the document that systematizes the implementation of the pilot and gathers the best practices, as well as the lessons learned from the intervention.
Component 2: Scaling up the pilot's contribution by designing a national credit operation as a public policy for the inclusion of persons with disabilities Chile	
Outcome 2.1	Design of a Credit Operation to promote systemic changes in public disability policies in Chile, so that the legacy of the Games marks a before and after for the inclusion of persons with disabilities in Chile.
Indicators and Sources of Verification	Indicator name: Loan Project Profile document.
Intermediate Products (Activities)	<ul style="list-style-type: none"> • Information gathering in the field for effective design to accomplish this purpose. • Identification and hiring of specialized consultancies. • Identification of potential investors for phase 2. • Preparation of the loan project profile that meets the necessary conditions to be bankable.
PROJECT SUSTAINABILITY:	The first phase of this project seeks to obtain the results and data to test the sustainability of this and its degree of social impact. As well, it will build the network of relationships that expand the project sustainably in a second phase.

	<p>The results of the first phase of this project will be the indicator of its sustainability over time and will serve to learn, adapt and redesign phase 2 if necessary. In this first phase, the Ministry of Sport in Chile will be supported with the aim of generating targeted outcomes, for which CAF increases its participation and finances a project to promote systemic changes in both public policy and/or accessible infrastructure for the entire metropolitan area of Santiago, via a credit operation. In turn, this project is intended to positively influence public policies that promote the autonomy of persons with disabilities at the national level, in concert with the legacy of Santiago 2023.</p> <p>The SOC methodology is, in itself, a sustainability strategy. Although the financing of CAF in this first iteration is by way of grant, the idea of the methodology is that in future iterations public and/ or private partners can finance development projects with lower risk, greater scale, and higher returns. Thus, the added value of the SOC methodology is to achieve public-private partnerships for inclusion. With proven evidence of the impact of sport on SDG compliance, public agencies such as the Ministry of Sports will have the incentive to become outcome payers of private sector actors' investments.</p> <p>The partnership with UNESCO contributes to sustainability because this institution has financial capacity and access to funds in particular for the promotion of the "Recommendation on the Ethics of AI".</p>
<p>CONTRIBUTIONS FROM THE PARTNERS</p>	<p>CAF: In phase I, CAF will fund the rollout and implementation of a proof-of-concept outcomes-based pilot project as a legacy proposition for the Santiago Parapan American Games 2023. In the terminology of SOCs, they will serve as both the risk investor and the outcome payer, making this a so-called 'direct' outcomes contract. As this phase progresses, CAF will sub-contract consultants to aid UNESCO and their expert team in developing the required materials to promote a scaled-up investment in this model to national government entities. In phase II, this will lead to CAF taking the role of risk investor, providing up-front funding to lower the risk of government involvement in this development programme, and will receive interest on their loan when outcomes are achieved on-the-ground.</p> <p>UNESCO: In Phase I, UNESCO and their team of expert consultants in impact investment and data collection will facilitate the early organization and contractual design for this pilot. Through stakeholder engagement, oversight, and advisory support, UNESCO will facilitate the design of a project with the potential to be replicated, based on international experience from successful implementations in the UK. In Phases II and III, UNESCO will continue to facilitate government buy-in and advisory support, as needed, to develop a menu of implementations capable of broad replication across Chile and beyond.</p>

	<p>Data collected in the short term will be analysed by UNESCO’s network of experts and will create crucial tools for future investments in Sport for Development in Latin America. In these ways, UNESCO will play a key role of facilitation, multilateral partnership-building, and capacity development. Their engagement is key for generating government buy-in, which often hampers the scaling of outcomes-based contracts. Furthermore, their expert network of consultants and partners serve as the knowledge foundation for this implementation, and the driver for its innovative financing model. In the long-term, UNESCO’s involvement aims to transform this local implementation into global impact. As such, this implementation is scheduled to be a central case study for UNESCO’s new global alliance, Fit for Life, a global alliance and platform for knowledge sharing and capacity building. UNESCO’s participation in this workflow ensures that the lessons learned from the implementation in Santiago help build a system-wide change in terms of government acceptance, regulatory support frameworks and open access to data, positioning Chile as a champion in this growing field of investment.</p> <p>IOC and UN Women: These organizations have engaged in Phase I to extend its funding and purview. The IOC in particular will provide matching funds for the pilot phase, extending implementation to metrics and geographies in which sport’s impact on gender equality can be included as a core component of this programme.</p>
BENEFICIARY POPULATION	
DESCRIPTION OF THE APPLICANT INSTITUTION:	CAF UNESCO
NAME OF THE PROJECT MANAGER:	<p>On behalf of CAF: Juan Pablo Salazar, Inclusion Coordinator</p> <p>On behalf of UNESCO: Philipp Müller-Wirth, Chief of Sport Section Andrés Morales, Regional Specialist in Social and Human Sciences for Latin America and the Caribbean</p>



Gantt Chart of Programme Activities will be added below if necessary, and once consolidated with Gantt chart from external project design consultants.