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Prepared by

**State University of New York
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Task Order 807

Developing Skills of the Peruvian Congress

I. Introduction

The following is the second quarterly report for IQC AEP-I-807-00-00003-0 Task Order 807. It covers the timeframe from January 1, 2003 to March 31, 2003.

This report is made up of two components: the narrative and the financial report. The narrative summarizes activities and accomplishments for this time period by Task Order Component. It will outline the next quarter's proposed activities and will provide an explanation for obstacles encountered in implementing the program as well as how they were addressed. In addition, the narrative will briefly address administrative issues as well as any work plan and monitoring and evaluation issues.

The financial report lists all specific costs incurred in a spreadsheet form, and is organized by the specific cost categories identified in SUNY's final detailed budget proposal, for the quarter and the project overall.

II. Program Activities

A. Component A. Intermediate Result 1: Internal institutional reforms adopted to increase transparency and access to information

During this quarter, significant advances were made toward making internal institutional reforms to increase transparency and access to information. Some of the activities that contribute to these ends include the following:

- *Design a program to monitor and disseminate the legislative congressional agenda*

The Developing Skills of the Peruvian Congress Project is working to develop internal mechanisms and processes that will ensure that the annual Congressional legislative agenda is compiled regularly and disseminated both within the Congress and to civil society.

There are a series of factors that make this activity particularly challenging. First of all, in presidential systems, there are few examples of legislative initiated national congressional agendas. For the Peruvian Congress, it is the first time it has actually developed and implemented an agenda. Furthermore, the political difficulties that normally take place during the process of defining priorities in a multiparty congress seem to be accentuated when trying to define the legislative prioritized agenda. It often takes longer in time to reach consensus on the key issues that make up a legislative agenda, yet, once the process is completed, the

decision-making process as well as the outcome are more representative and more valid.

There are two clearly separate and defined steps to the process to develop a tracking and dissemination system for the legislative agenda. The first step is to develop the methodology to arrive at a prioritized annual legislative agenda. The second step is to delineate the information technology required to track the agenda and disseminate it both within the Congress and to civil society. These steps must be done sequentially.

During this quarter, SUNY performed a study of the past two year experience drafting and negotiating an agenda. This included reviewing the written sources of information for the agenda, such as the national accord and the legal framework. That work was built upon by gathering testimony from the actors who were involved in that process during the past two years and those who are likely to be involved. SUNY held numerous meetings with Members from different political groups, key staff, members of the Technical Committee, and representatives from the Executive branch. Information was gathered to provide a more accurate understanding of the historical context so a more appropriate methodology could be defined and practical tracking and dissemination program could be developed and proposed. Attached to this document is a flowchart that details the current methodology, and a flowchart that delineates the proposed methodology (attachment 1).

Currently, the draft concept paper produced by a SUNY consultant Rodolfo Calderon is being discussed with the Technical Committee. It is our hope that it will be presented to the Governing Board in May 2003 for their review. In order for SUNY to design and implement the information and technology system for tracking and disseminate the agenda, the Governing Board needs to agree upon the methodology used to draft this agenda.

Some of the expected benefits once the methodology is in place include: obtaining consensus among the parliamentary groups, maintaining coherence with the National Plan (*Plan de Gobierno*), assisting the committees in preparing their work plans to contribute to a more rational legislative process, serving as a tool to make the legislative process more open and transparent to civil society as well as increasing access to information.

Next step: To reach a consensus at the Technical Committee level on the methodology (May 2003) in order to have them present it to the Governing Board for approval and implementation. Once the methodology is approved, SUNY will develop the information system to track and disseminate the agenda.

- *Propose the creation of an editorial board for the webpage.*

Peruvian consultant Rodolfo Calderon drafted recommendations to set up an editorial board to make the Congressional webpage to more user-friendly. The design concept was that the website should appear and function more like a newspaper that can communicate an institutional message, rather than serve as a filing cabinet where all congressional information and documents are held.

The report was drafted after a considerable number of meetings with key actors involved including the general manager, the representative of the Technical Committee and the information services staff in Congress. It contains a diagnostic of the current decision making mechanisms to post information on the webpage, the proposed structure of the Editorial Board and recommendations to make it operational. These recommendations were sent to the Technical Committee for review and comments and after several versions of the said report it was sent to the Governing Board by the Technical Committee for review and approval. It is currently waiting final approval from the Board.

Next step: Once the Governing Board “green lights” the creation of the Editorial Committee (May 2003), SUNY will work with the Editorial Committee in their capacity as a steering body to draft the design to re-structure the webpage.

- *Developed a strategy for media relations and drafted media relations guide.*

In March, the project coordinated the international consultancy of Mr. Juan Veglia. He currently serves as director of press and media relations for the Chilean Chamber of Deputies. Mr. Veglia helped develop an institutional strategic plan for congressional media relations and a draft press guide.

The consultancy began with Mr. Veglia leading a workshop and needs assessment to identify strengths, weaknesses and opportunities in the institutional communication strategy. The assessment aimed at getting a wide variety of input from accredited congressional press and media relation staff. As part of his scope of work, he led a workshop for accredited congressional journalists where he encouraged them to look for Congress related stories and provide readers with a deeper level of analysis versus printing “yellow” sensational story lines. He encouraged the press to use the Congress as a reliable source of information and to self-regulate through a code of ethics for journalists.

A highlight of his week-long consultancy was a “members only” breakfast sponsored by the President of the Modernization Committee, Congresswoman Emma Vargas. She is one of Project’s key allies in Congress. In addition, Mr. Veglia also led a workshop for staffers to discuss how to deal with the press from

the perspective of a Members Office, and participated in a roundtable for staff on the public perception of the Congress. At the roundtable, SUMA Ciudadana, a Peruvian NGO, presented its study on the relationship between congressmen and citizens in Peru. Additional meetings were held with key staff and Members.

Next step: To review products with congressional staff and in particular with the members of the Technical Committee.

SUNY intends to continue using the results of the SUMA Ciudadana study on the relationship between the Congress and civil society as a training tool for media and public information staff and Congressionally certified journalists. Furthermore, we intend to use it to train staff and members through the Citizen Participation Office and the regional decentralized offices of the Congress.

Some of the projected activities for the next quarter for Component A include:

1. Review proposed rules reforms in key areas to accommodate changes in congressional operational procedures, functions and systems.
2. Draft the re-design of the webpage so it acts as a communication tool.
3. Disseminate the SUMA Ciudadana study on the perception of citizens on their relationship with the Congress through workshops in the regions.
4. Work with the Ethics Committee to develop its operational guidelines and procedures.

B. Component B. Intermediate Result 2: Regular mechanisms established for Congressional interactions with Constituents

- *Define the scope of a Public Hearings Guide and Processes.*

The word public hearing, in Spanish *audiencia pública*, has been widely used and misused by the Peruvian Congress. SUNY consultant on representation issues, Lucia Fernandez, was assigned the task of defining the scope of the public hearings guide and process.

In the last year, the Congress claims to have held over 200 public hearings when in fact most of these did not even deal with actual legislation. This made it critical to start our task by defining the various forms of events held in Congress. There are no clear guidelines for the scope of each of these events. Our objective was to propose a definition of and delineation of the scope of each in black and white so people can reach a level of consensus. SUNY is proposing that a public hearing be defined as a meeting called by a legislative committee in order to

discuss, study, and gather information on a particular bill that has been assigned to that committee for legislative review.

One of the innovative aspects of our proposal is to encourage the committee to identify target groups in civil society to participate in the hearing process and to later inform them of the results and how their participation had an impact on the bill under discussion through an organized and systematized institutional manner.

In recent history, the Peruvian national Congress has not distinguished itself for holding organized institutional public hearings of a participative nature. Given this fact, this proposal has as its central piece the encouragement a higher level of representation and citizen participation in the law making process and to have professionals specialized in particular topics related to the committee as sources and resources of information to assist Members in decision making since often they are not specialist themselves in ALL issues of national interest.

Once the Congress accepts into the project's proposal for public hearings as a formal part of the lawmaking process, we will work on the actual guide to systematize the methodology for a public hearing. This consensus has to be reached by the key staff in the Citizen Participation Office, Events Division, Committee Support Division, and others as well as the Technical Committee. It should be mentioned that SUNY foresees a key role for the technical secretariats (once they are formed) in the committees on the public hearings process since they will be serving as the permanent institutional memory of the committee.

Next step: To review the draft process for public hearing with the members of the Technical Committee and to draft a guide. SUNY will develop a guide and electronic formats for the public hearing in order to expedite the process to draft executive summaries, final report and other such documents. The idea is to also systematize and make the information gathering and organization process more standard to encourage the committee to commit to using the public hearing as a tool to gather of information that will nurture the legislative process.

• ***Define the scope of a Citizen Participation Guide***

SUNY held initial meetings to address drafting a Citizen Participation Guide. Some of the early results of these meetings include the need to draft a "*Guía de Atención al Ciudadano*" (Citizen Attention/Response Guide) for staffers in order to better assist citizens through timely and opportune information. Better informed citizens participate more actively in the political process.

Next step: To work with the Citizen Participation Office to delineate the content of this guide as well as training courses for staffers both in

the congressional decentralized offices and the Office of Citizen Participation.

The information from this guide will also serve as the groundwork for the *Citizens Guide to Congress* publication, a pamphlet to be used by the decentralized offices to explain the roles and functions of Congress.

Some of the projected activities for the next quarter for Component B include:

1. Hold workshops to define when a piece of legislation requires a public hearing.
2. Evaluate the feasibility of public consultation on the items in the legislative congressional agenda.
3. Test public hearings guide with public hearings on legislation in Lima and regions.
4. Develop Citizens Guide to Congress pamphlet.
5. Develop Citizen Response Guide.
6. Assess information available to consolidate all the databases in the Citizen Participation Office.

C. Component C. Intermediate Result 3: Congressional capability to fulfill its legislative and oversight functions increased

• a. General Congressional Capacity

SUNY performed a baseline study of the current organizational capacity to provide training to staffers and members. This study is currently being reviewed by USAID and will set the tone for some of the training activities SUNY will undertake.

SUNY has provided several training events during this quarter. Some of them include:

- Workshop: Legislative Support Services and Bill Drafting.
Instructor: Maria Alejandra Svetaz
Date: February 10, 2003
Participants: 271 staffers
- Workshop: Bill Drafting Techniques
Instructor: Maria Alejandra Svetaz
Date: February 12, 2003
Participants: 258 staffers
- Workshop: Congressional Accredited Journalists
Instructor: Juan Veglia
Date: March 28, 2003
Participants: 75 journalists and staff

Next step: To work with the Human Resources Department and the Representative of the First Vice President in the Technical Committee to delineate the training resources needs and to develop the internal capability to train Members and staff on their roles and functions.

In addition, SUNY will continue to take advantage of the presence of foreign and national consultants to provide training to the congressional staff on specific subjects of interest.

• b. Oversight and Relationship with other Government Agencies

SUNY has focused a great deal of its energy on a full evaluation of Congressional oversight capability through local and international consultancies.

On the local front, Mr. Cesar Landa, a Peruvian constitutional law professor from the Catholic University, worked with SUNY to make recommendations for a proposed legal framework to clearly rationalize the Congress' role in oversight issues. This includes possible changes to the internal rules of the Congress and suggestions for possible constitutional reforms. The study was academic in nature. It outlined recommendations to help improve congressional oversight mechanisms within Congress (budget, oversight and special committees) and to clarify the relationship between Congress and other entities such as the judiciary, ombudsman, etc.

Next step: To work with the Technical Committee to disseminate the conclusions of the study and prepare a proposal for the Governing Board on specific rules reforms on oversight.

In the form of an international consultancy, the project intensified work in oversight with investigative committees. Mr. James Wesberry worked with the investigative committees dealing with the corruption of Fujimori and Montesinos, also known as the Herrera Committee cases, to draw up standardized guidelines and procedures for congressional investigative committees. He gave a conference on congressional oversight, investigative committees and strategies for anticorruption activities. Furthermore, he participated as guest of honor in a "members only" breakfast sponsored by the President of the Modernization of the State Committee.

Next step: To work with the Technical Committee reviewing Wesberry's recommendations to strengthen the functions of the investigative committees. Follow up with the Herrera Committee to monitor the extent of their use of the Wesberry recommendations. These suggested procedures will be reviewed in June 2003 to analyze their level of impact and capability to institutionalize them.

As part of the deliverables required by USAID, SUNY put together a workshop to draft a report to outline the *Analysis of Congressional experience with and effectiveness of investigative committees and other oversight mechanisms*. The report was put together by SUNY Consultant Lucia Fernandez and contained suggestions from a workshop held at SUNY Peru with members of the Technical Committee, including Cesar Ochoa who represents the 4th Vice Presidency in the Technical Committee, Arturo Garcia who represented International Cooperation Division and SUNY's chief of party. This became a tremendous group effort that consolidated SUNY's working relationship with these areas. This study is currently being reviewed by USAID.

c. Legislative Functions

SUNY hired Alejandra Svetaz, a committee expert from Argentina, to work with the Peruvian Congress and develop a series of recommendations to help strengthen the committee system. She focused on developing a "technical secretary service" (*servicio de secretarias tecnicas*) or permanent, non-partisan, institutional secretariats. In addition to meeting with key people in Congress and USAID, she also conducted workshops on the following topics: (1) legislative support services, (2) committee structure and (3) bill drafting. In addition, she participated in a "Members Only" breakfast sponsored by the Modernization of the State Committee.

Next step: The proposed changes to the committee system were approved by the Technical committee and are currently under consideration at the Governing Board. The Congress is considering funding the technical secretariats and a decision will be made by mid May 2003. Once that takes place, SUNY will work with the General Committee Division to select up to five pilot committees in which to set up technical secretariats.

Some of the projected activities for the next quarter for Component C include:

1. Draft suggestions to rationalize the division of responsibilities among the Congress and the Judiciary, the Ombudsman, the Attorney General's Office, the Public Ministry and the Comptroller.
2. Develop guidelines for the "system of requests" (*sistema de pedidos*).
3. Workshops on critical oversight mechanism (*acusaciones constitucionales*).
4. Draft potential rules reforms to improve congressional oversight mechanisms.
5. Conduct an international consultancy on legislative report writing for the Parliamentary Research Center staff and other staff.
6. Evaluate the feasibility of the technical secretariats structure.
7. Conduct a needs assessment for the Library.
8. Work on the budget and public finance area of the Parliamentary Research Center.
9. Conduct a study tour to Mexico to observe research and analysis capability.

10. Provide recommendations to the Legislative Research Center on their scope of work and operational procedures.

D. Work plan and Monitoring and Evaluation

- SUNY presents revised work plan to USAID. (attachment 2)
- SUNY negotiates work plan with Congress. (attachment 3)

E. Administrative Update

Some of the administrative updates include:

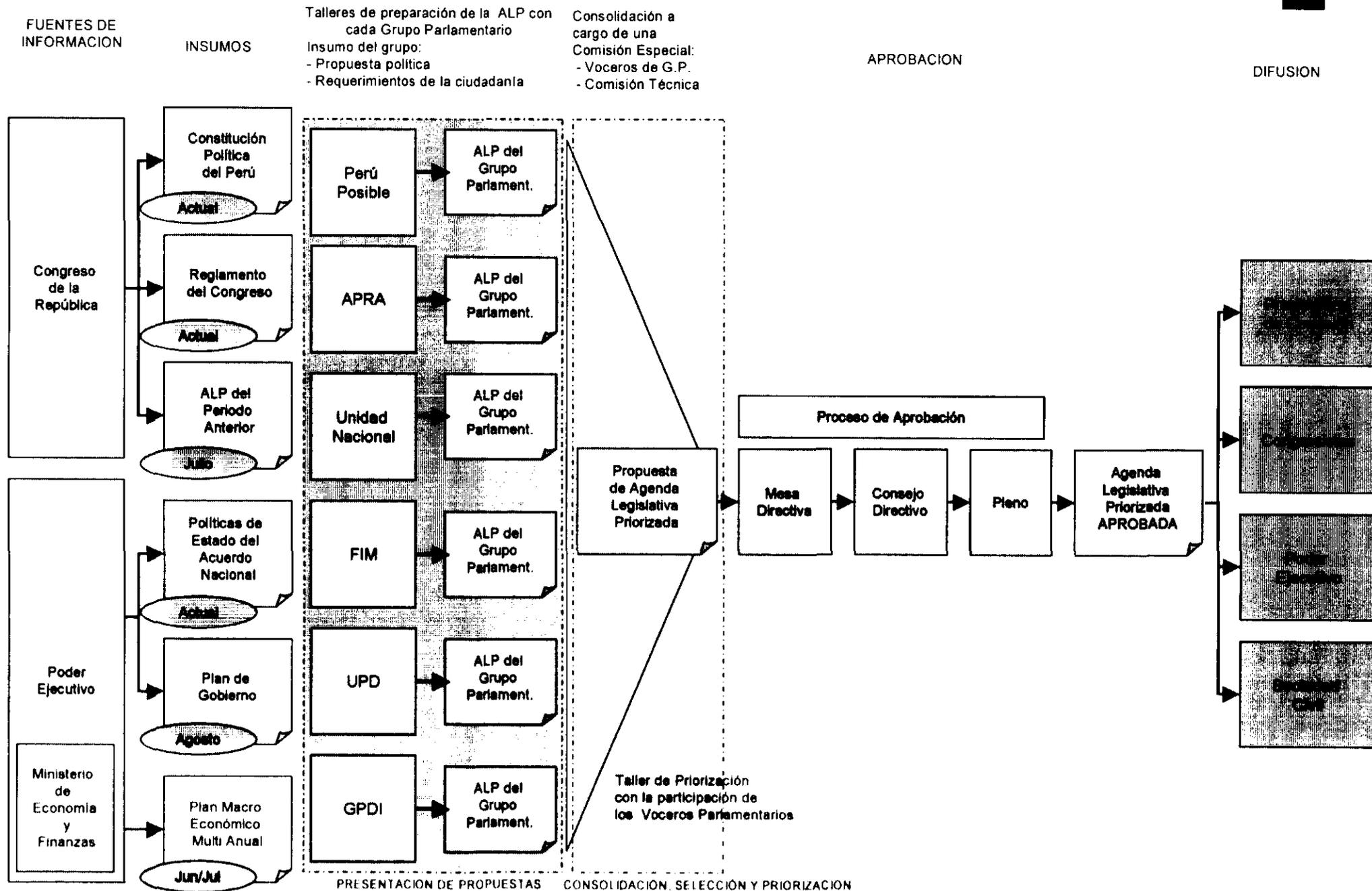
1. Hiring a new project assistant, Lucia Fernandez. Fernandez is a capable young lawyer who will focus on oversight and representation activities
2. SUNY has established a local bank account in Lima.
3. The ENIEX registration has been approved.
4. A system for tracking and recuperating value added tax has been launched, and the administrative procedures have been solidified.
5. Maricelle Saullo provided assistance on financial and administrative issues to the project in Lima on Feb 24-28. The importance of good organization and a strong accounting system under any project is of the highest importance. The main scope of this trip included systematizing internal procedures, training local staff on RF rules and regulations requirements, working with COP on a calendar of upcoming consultancies, working with COP on project budget, among many others. Meetings were also set up with contracts officer to discuss tardiness of deliverables. The meetings were very productive.

F. Auxiliary Activities

SUNY has continued to maintain close coordination with NDI Civil Society project.

Attachment 1

PROCESO DE FORMULACION DE LA AGENDA LEGISLATIVA PRIORIZADA



PROCESO DE FORMULACION DE LA AGENDA LEGISLATIVA PRIORIZADA

FUENTES DE INFORMACION

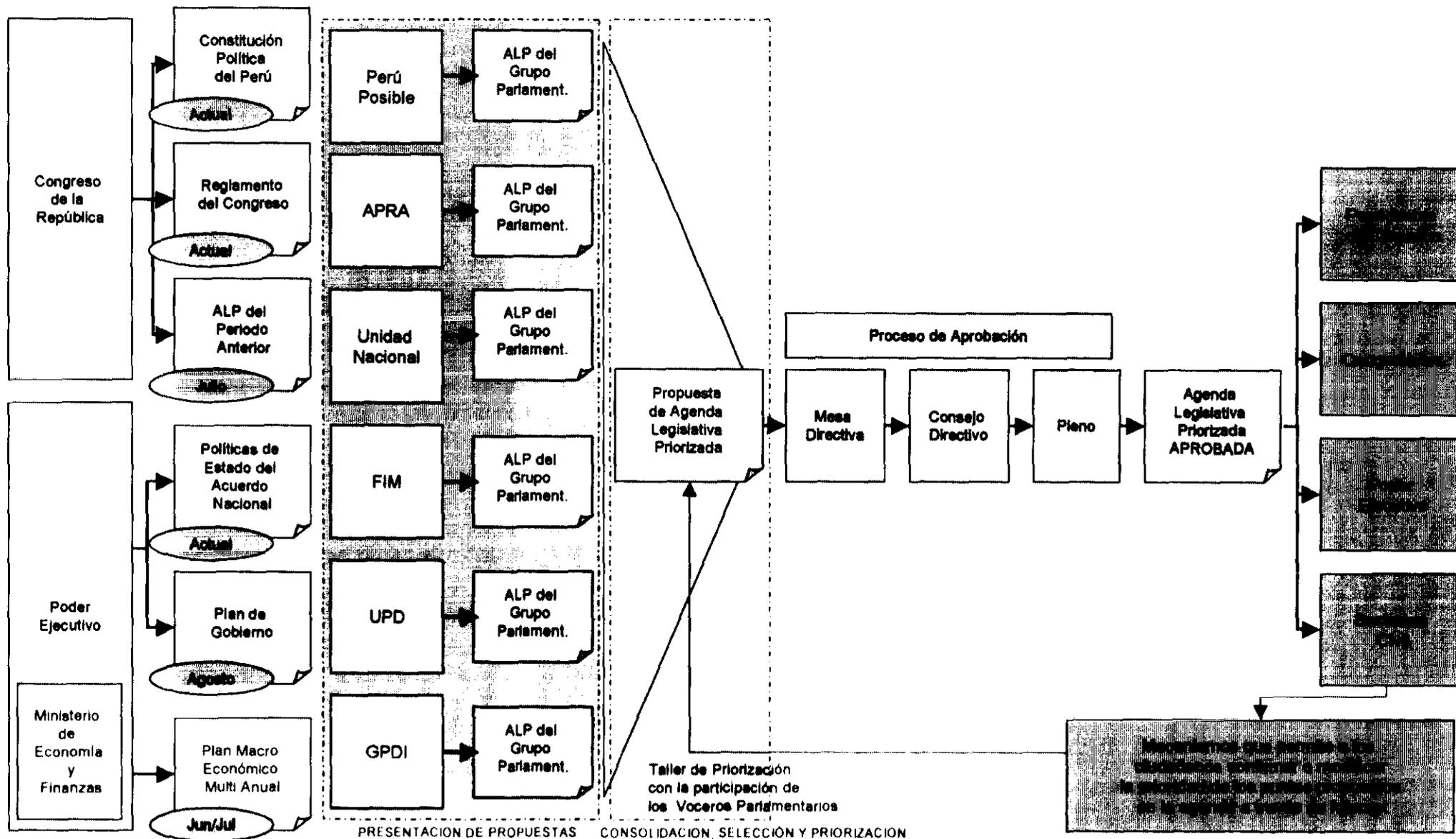
INSUMOS

Talleres de preparación de la ALP con cada Grupo Parlamentario
 Insumo del grupo:
 - Propuesta política
 - Requerimientos de la ciudadanía

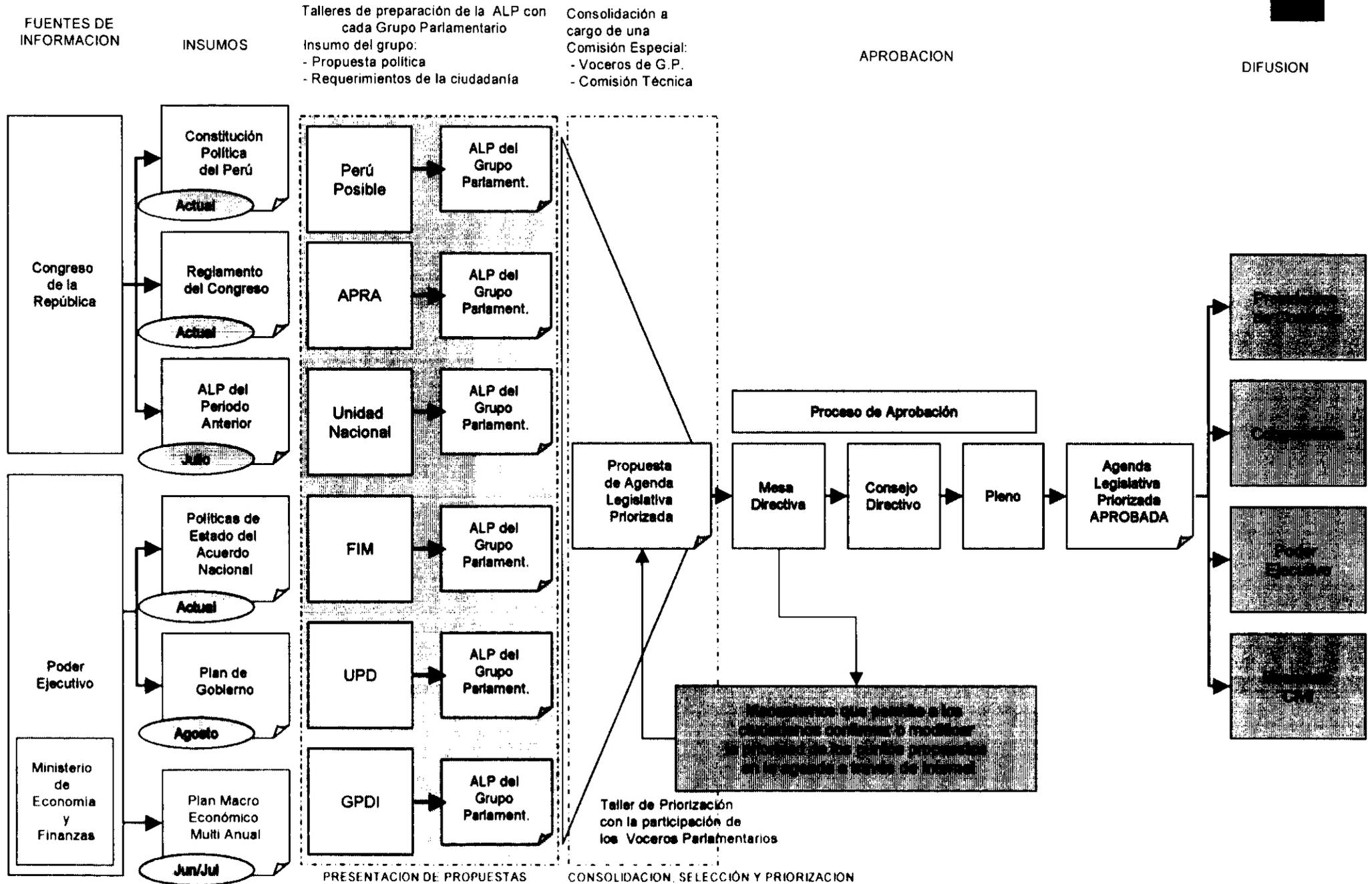
Consolidación a cargo de una Comisión Especial:
 - Voceros de G.P.
 - Comisión Técnica

APROBACION

DIFUSION



PROCESO DE FORMULACION DE LA AGENDA LEGISLATIVA PRIORIZADA



Attachment 2

Developing Skills of the Peruvian Congress

The Center for International Development of the State University of New York (SUNY) is pleased to submit to the United States Agency for International Development in Peru its proposed work plan for Task Order 807 under IQC No. AEP-I-807-(00)-(000)3-0.

The work plan includes:

- a. A general overview;
- b. The program results and the technical approach to achieve them; and
- c. A chronological timetable of proposed activities.

A. General Overview

The USAID Mission seeks to assist the Congress in strengthening its representation, oversight and legislative functions through a comprehensive legislative development program that brings together several award mechanisms. SUNY's task order is one of them. The three results are:

1. Promoting the adoption of internal reforms in congressional operating procedures to increase transparency and access to information;
2. Development of institutionalization of mechanisms for increased citizen participation, particularly in the legislative review process, and
3. Developing congressional capacity (focused on both congress members and staff) to draft, review and pass legislation, to relate with other branches of government, and interact with constituents.

The SUNY program activities will provide technical assistance, training, observational study visits and general information on comparative legislative strengthening experiences to contribute to achieving these results. These activities will require coordination with the USAID-funded civil society coalition, CONSODE, the USAID direct grant provided to the Congress and with the activities that come about from the Inter-American Development Bank Project (anticipated by August 2003). Each program activity is a building block to institutionalize internal reforms in the legislative strengthening process towards a more transparent, efficient and representative institution.

B. Program Results and Technical Approach to Achieve Them

The work plan will describe the results desired and the technical approach to achieve the results under each of the components. Each of the three program components are results oriented and mutually reinforcing.

There are some common characteristics to the SUNY technical approach to implement this task order and they include:

1. Design program activities with sustainability in mind;
2. Promote political will to strengthen the Congress;
3. Collaborate closely with local counterparts and other grantees;
4. Take into account international best practices, and
5. Use existing regional expertise;
6. Promote inter-parliamentary dialogue in Latin America.

A chronological timetable will be included at the end of the narrative to succinctly present the individual activities and how each contributes towards attaining the program results.

Component A:

“Internal Institutional Reforms Are Adopted to Increase Transparency and Access to Information”

Expected Result A-1:

Information on Congressional progress in adopting legislation that is part of the annual Congressional legislative agenda is compiled regularly and disseminated both within the Congress and to the public (Year 1).

Technical Approach:

Annual congressional legislative agendas range from “policies freed from the gridlock region”¹ to a reformulation of “the garbage can theory that argues that the legislative process is made up of various streams (including problems, policies, and politics)”.² The 101-point legislative agenda of the Peruvian Congress currently leans more towards the reformulation of the garbage can theory. SUNY will work towards developing institutional mechanisms that will effectively and regularly compile, track and disseminate the congressional legislative agenda. The actual product will be an agenda tracking system to be used by committee presidents, party leaders, members of the governing board, among others.

There are two distinct areas in this process, one that defines what technology to use and one that defines what information goes into the computer program and who has access to it. In order to design a program to monitor and disseminate the legislative congressional agenda, SUNY proposes to design a survey with one central question in mind: *What is the purpose of a legislative agenda?* It will be distributed by the Comisión Técnica representative in charge of the legislative area to a universe representative of as many of the primary users of the agenda inside the Congress as possible. This includes, but it is not limited to, the governing board, the legislative council, committee presidents, their corresponding staffers and staff in key areas such as the citizen participation and press relations offices. Once collected, the committee made up of representatives of the Comisión Técnica, the Speaker’s Office and SUNY will analyze survey results and will

organize activities such as workshops for members and staffers to further analyze the results in a focus group setting in order to get the various actors involved and to generate consensus on an ideal and also realistic process for monitoring and disseminating the legislative congressional agenda.

The survey results will assist the information technology consultant design and develop a program to monitor and disseminate the legislative congressional agenda. In addition to the information gathered from the survey and its analysis, the consultant will have to assess the information on legislative status currently available to map out all information available on legislative status and other information relevant to the legislative congressional agenda – such as how many of the items in the agenda received an organized public consultation process – and to delineate the technical hardware and software mechanisms in place to access and process that information. In addition, the consultant will have to assess the information technology available in Congress to produce the program. All of the information gathered and processed will contribute to develop a computer program that will generate reports to effectively monitor and disseminate the legislative congressional agenda. The program will be designed in such a way that it can be fed information found within Congress automatically from existing and reliable sources and process the information relevant to the legislative congressional agenda. SUNY will consult CONSODE to incorporate the perceived needs and concerns of civil society into the design.

Because the Congress is multi-partisan and in order to reach a broad agreement, SUNY will propose consensus-building mechanisms such as workshops both at the political and staff level to properly define the congressional legislative agenda dissemination mechanisms. The results of a workshop for members will bring about the political guidelines for the institutional strategy to disseminate the congressional legislative agenda within and outside the Congress. This will be complemented by the conclusions of a workshop for staffers that should generate for the most part the mechanical and procedural guidelines for the dissemination of the legislative agenda. In order for the outputs of this particular process to have a certain legitimacy they will require an organized and participative process carefully managed by an outside actor that has no vested interest in the outcomes. Close coordination with the *Official Mayor* and the Speaker's Office is imperative. More importantly, it will require the Speaker's political will to actually implement this mechanism.

In addition, if the political moment allows it, and with the blessing of the Governing Board that takes office on July 28, 2003, SUNY will seek to conduct activities to design a methodology to draft the annual congressional agenda "to free legislation from the gridlock region" and to amend the Internal Rules of the Congress to incorporate the legislative agenda as an institutional process. Again, consensus-building workshops for members and key staffers will be conducted by a foreign legislator to evaluate the current methodology and draft both the methodology and suggestions to incorporate the process of the legislative congressional agenda to the internal rules of the Congress.

Expected Result A-2:

Internal Congressional norms and regulations have been modified to accommodate changes in congressional operating procedures, functions and systems (Year 2).

Technical Approach:

The internal rules reform process requires a high degree of political will for its success. The Strategic Plan identifies several necessary rules reforms. SUNY will focus on those that come about as part of our program activities. They include institutionalizing processes such as: the annual congressional legislative agenda, the editorial committee for the web page, effectiveness of committee work and public hearings on key legislation. It will also define the status of cost benefit analysis in the legislative process.

SUNY will work on rules reforms by identifying at the end of certain activities internal rules reforms that are necessary and will proposing these rules reforms individually.

Expected Result A-3:

Increased information about the roles, functions and performance of the Congress is being produced by the Congress and is available to the general public (Year 2).

Technical Approach:

The activities listed under this result seek to first identify some of the information supply and demand sources on the roles, functions and performance of the Congress and then to put into place and/or provide guidance to improve current mechanisms to make this information available to the public in a systematic and friendly manner.

Currently, the primary mechanism used by Congress to communicate information about the Congress' roles, functions and performance is the congressional web page. The expected restructuring of the Congress (pending implementation) proposes the creation of an umbrella Representation Division, *Dirección General de Representación e Imagen* that, along with only two other divisions, will report directly to *Oficial Mayor* and will coordinate and oversee all departments that make information available to the public in order to strengthen the Congress' representation function. This action seeks to coordinate internal information to provide the public with a comprehensive "institutional" perspective and message. Further, it will center the responsibility to coordinate the information policy in one person.

The congressional web page is currently being used as an electronic filing cabinet. SUNY proposes a paradigm shift: To use the webpage as an interactive communication tool with and for civil society. SUNY will provide technical assistance to draft a proposal to create an "Editorial Committee" made up of key staffers including the Director of Citizen Participation Office, Director of Information Services Department, and others to oversee the redesign of the web page and, once this task is completed, to

provide continuous input on the information available to the public on the page and the public concerns expressed through the page. The committee will act very much like the editorial committee of a newspaper and will ensure that information is available to the public on the roles, functions and performance of the Congress in an opportune and friendly manner.

Once the Editorial Committee is in place, SUNY will work with the Information Services Department, the Citizen Participation Office and others on the Editorial Committee to draft the re-design the congressional web page. Since the primary client of the web page is civil society, SUNY will consult CONSODE on the re-design. It should be noted that the Information Services Department of the Congress will perform the technical nuts and bolts re-structuring of the page. The end result will be that increased information about the roles, functions and performance of the Congress is being produced by the Congress and is available to the public through the congressional website.

Peruvian NGO SUMA Ciudadana designed and conducted a very comprehensive study on the public perception of the roles, functions and performance of the Congress entitled: *¿A quien elegimos y por que? ¿A quien representa, que hace y que debe hacer? Analisis del Vinculo Ciudadano-Congresista.* This study was funded by USAID-OTI. SUNY will work with SUMA Ciudadana to use the results of the survey as lessons learned to strengthen the communication strategy of the Representation Division so it can provide timely and accurate information on the Congress and to draft an institutional strategy to systematize and disseminate the information available on the performance of the Congress, specifically, through the press office and the citizen participation office. It should be noted that the latter one also includes the decentralized congressional offices. This activity seeks to develop internal mechanisms to close the information gap with civil society and to improve the image and public perception of the Congress. A good example of information that needs to be made available to the public on the performance of the Congress is the progress of the adoption of legislation that is part of the congressional agenda.

Some of the activities to improve the image and the public's perception of the Congress include workshops for members on media relations, for staff on drafting press releases and for certified congressional journalists on covering the Congress. Foreign and Peruvian journalists, along with SUMA Ciudadana representatives, will conduct these workshops in Lima and target regions to develop an understanding on how to access and how to communicate the information available in Congress under the framework of the recently amended freedom of information law.

In addition, SUNY will work with the Citizen Participation Office to evaluate the current mechanisms available to respond to citizen information requests and will develop as a complementary tool to increase access to information a "*Guía del Ciudadano*" – This guide will explain what is the Congress, its roles and functions and what Congress is not and what are not its roles and functions. If properly designed, the final outcome will empower the average citizen to access the Congress and request information and or articulate a concern or demand. It will be written in a friendly manner to increase its

accessibility and will be used primarily, we think, by the Decentralized Congressional Offices.

SUNY will request CONSODE's input while drafting the guide in order to incorporate civil society concerns and sensitivities.

Component B:

Regular Mechanisms Established for Congressional Interaction with Constituents.

Expected Result B-1:

Public consultation has been included as part of the legislative review process for the consideration of the most significant draft laws (Year 1).

Technical Approach:

Congress has some successful public consultation efforts on significant draft laws such as the Constitution and on key legislation in areas that include youth, defense, decentralization and education. In October, SUNY reviewed and documented previous congressional experience on public consultation in the legislative process, identified the key actors in the process within Congress, and reviewed additional mechanisms for constituent relations and citizen participation that complement the process. In addition, he shared comparative experiences with key actors in Congress on the various phases of a public consultation on legislation and the mechanisms available to collect and process information.

To complement the above referenced international consultancy, SUNY will hire a local expert to evaluate public consultation process on legislation and how to include it as part of the legislative review process and will produce a diagnostic to assess how to formally incorporate it as part of the legislative review process. In particular, it will include evaluating the feasibility of public consultation on the items in the legislative congressional agenda. This will yield recommendations that will include reforms to the Internal Rules of Congress, suggestions for mechanisms to develop standard practices at the committee level on the various phases of the public consultation: from defining what legislation merits a public consultation, to the actual process within Congress, and mechanisms – such as drafting a guide to public hearings – that will contribute to managing the process and will provide standard practices to include the results of the consultation into the draft bill.

Expected Result B-2:

Public consultation – public commentary is incorporated as a formal institutional step in the legislative development process (Year 2)

Technical Approach:

There are no standard practices for incorporating the results of the consultation into draft bills. To address this issue, SUNY proposes to draft guidelines for an organized public

hearing. Further, SUNY will make recommendations for rules reforms to incorporate mechanisms that will define what legislation merits public consultation. In order for these guidelines to have certain legitimacy, SUNY proposes to hold a series of workshops for members, committee staff, citizen participation office, among others, to evaluate how to determine if a bill requires consultation and to what degree.

These guidelines will provide a standardized practice for committees and key congressional offices that deal with public hearings such as the Citizen Participation Office. The consultancy will seek to draft standard practices for conducting a public hearing and will make suggestions on mechanisms to incorporate the consultation results into the legislation and develop a clear and transparent process to conduct them in order to narrow both the number and the amplitude of the consultations and will minimize the dependency on foreign assistance.

Furthermore, SUNY will work with the Citizen Participation Office to train staff in Lima and the Congressional Decentralized Offices on the use and applications of the guide. The guide will be both comprehensive and easy to read. It will incorporate general concepts in representation, the legal framework under which a public consultation takes place, outline clear institutional procedures, delineate the actual process of public consultation on legislation and provide tools for conducting the consultation from beginning to end. These tools include: checklists, forms, attendance sheets, etc.

Expected Result B-3:

Institutionalized mechanisms and systems exist within Congress that support improved constituency relations (Year 2).

Technical Approach:

A study was conducted in December 2002 to evaluate prior constituent relations experience and identify mechanisms that support improved constituent relations. Some of the conclusions will guide SUNY on the areas to be prioritized. SUNY will focus on these activities because they do not overlap with those of CONSODE or future Inter-American Development Bank project.

SUNY will work with the Citizen Participation Office to develop two databases that will support improved constituent relations. In addition, SUNY will train staff on the use of the databases. The first one will be a constituent case-tracking database for the decentralized congressional offices and the other a database of expert resources and interest groups on the subject areas of importance to committees and to the various departments. This will allow the Congress to take a proactive approach to consultation and through the web or in person consult and involve experts and interested parties on specific legislation. SUNY will coordinate with CONSODE to take advantage for their existing networks. This database will have many applications, one of particular importance for SUNY is to identify the participants in an organized public hearing on legislation.

Component C:

Congressional Capability to Fulfill its Legislative and Oversight Functions Increased.

General Congressional Capacity Development

Expected Result C-1:

General orientation provided to Congress members and staff on their roles and function (Year 1).

Technical Approach:

A general orientation for members in order for it to be effective will require the single most valuable commodity: Political will by part of the leadership. It will also require a great deal of creativity to get as many of the 120 members involved for any amount of time. SUNY will design an orientation, in the form of an international conference on legislative strengthening, and negotiate with the Speaker's office member participation. A good number of members will participate if the orientation takes place during plenary, and it will require a very high impact speaker to bring the Congress members together. Possible speakers may include: Dep. Beatriz Paredes, President of the Parlantino, Cesar Jauregui, Vice President of the Mexican Senate and architect of the rules reforms that frame the legislative strengthening process, Hugo Alfonso Munoz, a former Costa Rican Member who actively participated in the Assembly's legislative strengthening process and Anders B. Johnsson, Secretary General of the Inter-Parliamentary Union. A possible topic of the plenary address may be "*Lawmaking, Oversight and Representation in the Legislative Modernization Context*". SUNY will seek the support of the Modernization of the State Committee to get them involved in the legislative strengthening process taking place.

In terms of the legislative staff, SUNY will work with the office of the *Oficial Mayor* to develop a series of workshops for staffers on their roles and functions. As part of the deliverables package requested by USAID, SUNY will prepare a report on the orientation and it will include: a proposed methodology, the draft program, orientation materials and a strategy to institutionalize this process.

Expected Result C-2:

Internal Congressional capacity exists for providing general training orientation to Congress members and staff on their roles and function on a continuous basis (Year 2).

Technical Approach:

The purpose of this activity is to develop standard practices to institutionalize the previous ones. SUNY will provide technical assistance to perform a diagnostic of the current organizational capacity to provide training to staffers and Members through an international expert. In addition, SUNY will conduct a 3-day seminar on legislative training for key staff that will cover what is legislative training, the various ways of structuring a legislative training plan and how to evaluate the activities. Then, the project

will facilitate a week-long series of workshops to train staffers in the Human Resources Department to develop a training plan that will identify and evaluate training resources (human, financial and material) and draft guidelines for training evaluation mechanisms in the Peruvian Congress. The goal of this consultancy is to work with the local staff to elaborate their own training plan and to evaluate the existing training resources within and outside of Congress.

Since the *Official Mayor* is the highest ranking non-elected official he will have to take a leadership role in this particular activity – especially on any activities that include Members training. For staffers, a real paradigm shift will have to take place to transform current standard processes that are used to train staff on software usage to one that focuses on the roles and functions of a legislative staffer. For members the challenge is even greater since they will have to take time off from their fast forward modus operandi to develop the skills that will make them more effective legislators.

Oversight /Relationship with other Government Organizations

Expected Result C-3:

Congressional operating procedures modified to increase Congressional effectiveness in exercising oversight of governmental performance (Year 2)

Technical Approach:

SUNY will first focus its efforts on the budget, oversight and special investigative committees and will draft suggestions on strengthening the internal congressional oversight capacity. The conclusions will be drawn from both personal interviews with key players and also inter-active workshops with staffers and legislators to evaluate the experience of internal congressional oversight and to generate guidelines to improve congressional oversight capacity. In addition, to complement this effort, SUNY will propose a seminar on best practices in internal congressional oversight for Members and key staff. SUNY will ask the Presidents of the Oversight, Budget and the Mega Investigative Committees to host the event.

SUNY will provide technical assistance to the Mega Investigative Committee to draw from their recent experience guidelines for a standard congressional report for an investigative committee. In addition, will coordinate the general work to design the web page with the oversight committee and will provide suggestions on the content of the oversight committee web page.

Expected Result C-4:

Internal Congressional procedures and other regulations establish a clear division of responsibilities between the Congress and other oversight investigative agencies (i.e. judiciary, Controller General, Public Ministry) (Year 2)

Technical Approach:

These activities will seek to rationalize the division of responsibilities among the Congress and the Judiciary, the Ombudsman, the Attorney General's Office and the Controller General in order to define the extent of congressional oversight outside the Congress and to draft recommendations to develop guidelines for cooperation. Furthermore, SUNY will seek to establish a "sistema de pedidos" or an information request mechanism that will serve as the technological backbone so the Congress may request information from other government agencies.

In order for this system to be operational and effective, it will not only require political will in Congress but also a political agreement between Congress and the *Presidencia de Consejo de Ministros* so it can set a policy to the various ministries for their participation.

Legislative Functions

Expected Result C-5:

Congressional committee system restructured and strengthened to reduce functional duplication and more equitably allocate workload (Year 2)

Technical Approach:

The committee system of the Peruvian Congress has several weaknesses. Perhaps the most visible is the large number of committees given committee-member ratio (28/120) and the fact that committee presidents, and their staff, only remain in a particular committee for one year without possibility of being reassigned. An in-depth restructuring of the committee system will require an evaluation of the internal structure and operating procedures of the committees and how it inter-relates with other organic structures within Congress that provide information such as the library and the Center for Parliamentary Research, among others. On the outside, the primary focus will be how committees relate to their respective ministries.

SUNY will provide technical assistance to evaluate the current committee system, standard guidelines and staff training mechanism and will make recommendations to the Congress on how to re-structure it in order to avoid functional duplication and provide a more equitably allocate the workload. SUNY will propose the permanent creation of "secretarias tecnicas".

The *secretarias* will act as institutional and permanent structures that will contain the memory of the committee and will organize and systematize subject specific information. In order to promote consensus at different levels of on this model to strengthen committee work, SUNY proposes workshops for key staffers – facilitated by a foreign consultant with ample experience in committee systems - to build together an ideal yet realistic model for the Peruvian Congress that include standard guidelines for committee work and the identified training needs for staff on these standard guidelines for committee work.

Once the recommendations are in place as to how to go about building the *secretarias tecnicas* and how they can be integrated as part of the organic structure, SUNY will propose to design and implement a pilot program with no more than 5 committees to assess the feasibility of the *secretarias tecnicas* model, fine tune it, and make recommendations for its replicability. In addition, SUNY will draft recommendations for rules reforms to make committee work more efficient and to incorporate – if successful— the *secretarias tecnicas* model into the internal rules.

Expected Result C-6:

Congressional committees and Congress members have greater access to technical, financial, legal and other information required to perform their legislative functions (Year 2)

Technical Approach:

In addition to providing technical assistance to restructure the committees internally, SUNY fund a study to rationalize the relationship between the committees and other organic structures that provide technical, financial and legal information. Furthermore, SUNY will evaluate their capacity to support the committees and to will provide guidelines to strengthen them. Some of the referenced internal structures include: the Center for Parliamentary Research and the library.

In terms of the Center for Parliamentary Research, SUNY conducted an international visit to Mexico to observe the financial and legal research and analysis capability available within the Mexican Chamber of Deputies and its inter-relation with their parliamentary library. In addition, we will work with the Center staff to develop a research methodology, rationalize internal procedures and draft guidelines for standards for their reports.

In terms of the library, SUNY will propose a comprehensive diagnostic to re-structure the existing library where today people go to borrow books and look up laws into a congressional library that can provide reference and basic analysis to the clients.

Expected Result C-7:

Internal Congressional capacity to draft and review legislation is improved (Year 2)

Technical Approach:

Once the committee structure is in place, SUNY will work with the Official Mayor's Office to delineate a training program in bill drafting. It is not cost effective to do so before the structure is in place.

¹ Krehbiel, Keith. 1998. *Pivotal Politics: A Theory of U.S. Lawmaking*. Chicago: University of Chicago Press.

² Kingdon, John W. 1995. *Agenda Alternatives, and Public Policies*. Longman: New York.

Developing Skills of the Peruvian Congress

State University of New York -- Work Plan

Component A:

Internal Institutional Reforms Adopted to Increase Transparency and Access to Information

Expected Result A-1: Information on congressional progress in adopting legislation that is part of the annual congressional legislative agenda is compiled regularly and disseminated both within the Congress and to the public. (Year 1).

1. Design a program to monitor and disseminate the legislative congressional agenda.
 - a - Design a survey on the content and the purpose of the agenda
 - b - Analyze survey results:
 - Workshop: For Members (Mesa, Committee Presidents, and Party Leaders)
 - Workshop: For staffers (Citizen Participation, Media Relations, Committee Staff, others)
 - Coordination: With Comision Tecnica to incorporate results in database design.
2. Develop a program to monitor and disseminate the legislative congressional agenda.
 - a - Assess information on legislative status currently available in Congress.
 - b - Assess information technology available in Congress to produce program.
3. Define congressional legislative agenda dissemination mechanisms and priorities.
 - Workshop: For Members (Mesa, Committee Presidents, and Party Leaders)
 - Workshop: For staffers (Citizen Participation, Media Relations, Committee Staff, others)
 - Coordination with the Speaker's Office on dissemination mechanisms including public hearings.
4. Coordination with CONSODE on the dissemination mechanisms of the Agenda outside the Congress.
5. Design a methodology to draft the legislative congressional agenda.
 - Workshop: For Members (Mesa, Committee Presidents, and Party Leaders)
 - Workshop: For staffers (Citizen Participation, Media Relations, Committee Staff, others)
 - Coordination with the Speaker's Office on implementing the methodology
6. Draft suggestions to incorporate the process of the annual congressional legislative agenda to the Internal Rules of the Congress

Expected Result A-2: Internal congressional norms and regulations have been modified to accommodate changes in congressional operational procedures, functions, and systems. (Year 2).

1. Comprehensive review of the suggested rules reforms in
 - a Annual congressional legislativa agenda
 - b "Editorial Committee" for the webpage
 - c Effectiveness of committee work
 - d Cost benefit analysis
 - e Public hearings on key legislation
2. Seminar on rules reforms

	SE	OC	NO	DE	JA	FE	MA	AP	MA	JU	JL	AU	SE	OC	NO	DE	JA	FE
1.						x	x		x	x	x							
a -						x	x		x	x								
b -									x	x								
--									x	x								
--									x	x	x							
--									x	x								
2.									x	x	x							
a -									x	x	x							
b -									x	x	x							
3.									x	x	x							
--									x	x	x							
--									x	x	x							
--										x	x							
4.						x	x		x	x	x							
5.												x	x	x				
-												x	x	x				
-													x	x				
Coordination												x	x	x				
6.														x	x	x	x	x
1.									x	x	x			x	x			
a										x	x							
b											x							
c												x	x			x		
d												x	x			x	x	
e												x	x			x	x	
2.													x			x	x	

Attachment 3

Componente A: Reformas Institucionales Internas Establecidas Para Aumentar La Transparencia y El Acceso a La Información.

OBJETIVO A-1: Fortalecer El Proceso Para Elaborar, Recopilar y Difundir La Agenda Legislativa

Priorizada Dentro y Fuera del Congreso.

Diseñar un sistema para la formulación y seguimiento al contenido de la Agenda Legislativa Priorizada

- a - Identificar las fuentes de información
- b - Revisar el sistema actual y aportar recomendaciones para su optimización
- c - Coordinar con el area de informática para el desarrollo y/o ajustes al sistema

Fortalecer la metodología para la elaboración, el monitoreo y difusión de la Agenda

OBJETIVO A - 2: Institucionalizar Mecanismos de Solicitud de Información al Ejecutivo.

Evaluar mecanismos de coordinación permanente entre los poderes Legislativo y Ejecutivo

- a - Evaluar mecanismos de coordinación con la Presidencia del Consejo de Ministros
- b - Desarrollar la metodología para procesar y sistematizar la información solicitada al Ejecutivo
- c - Elaborar recomendaciones al reglamento para institucionalizar procedimientos de pedidos y enlace

Fortalecer el sistema de solicitudes de información al Ejecutivo y otros poderes

- a - Evaluar los procesos internos y sistema relacionados con la solicitud de información
- b - Desarrollar la metodología para procesar y sistematizar la información solicitada
- c - Elaborar una Guía del proceso de pedidos

d - Talleres. Para oficiales de enlace, asesores y funcionarios sobre el sistema de pedidos

OBJETIVO A - 3: Fortalecer Mecanismos de Relacion Entre el Congreso y los Medios de Comunicación.

1. Consultoría para mejorar la relación del Congreso con los medios de comunicación

- a - Evaluar los procedimientos internos en relación con los medios de comunicación
- b - Desarrollar un plan sobre la estrategia de medios e imagen del Congreso
- c - Seminario: Para Congresistas sobre la relación con los medios de comunicación
- d - Taller: Para los funcionarios de las ODPCR sobre los medios de comunicación
- e - Taller: Para cronistas parlamentarios en la cobertura del Congreso

OBJETIVO A - 4: Optimizar el Portal del Congreso en los Aspectos relacionados con la

Comunicación con la Sociedad

Formular una propuesta que sustente la creación de un Consejo Editorial del portal del Congreso

- a - Evaluar los procesos de publicación de contenidos
- b - Evaluar la necesidad de contar con un Consejo Editorial
- c - Proponer la conformación del Consejo Editorial, en caso se determine su necesidad

Desarrollar una propuesta para el ajuste del portal en los aspectos de comunicación con la sociedad

- a - Coordinar con CONSODE sobre el desarrollo y la estrategia de difusión
- b - Diseñar tutoriales en línea para el uso del portal
- c - Taller: Para funcionarios de la ODPCR sobre los tutoriales en línea para el uso del portal

d - Taller: Para funcionarios de la Of. de Participación Ciudadana sobre los tutoriales en línea del portal

Componente B: Mecanismos Regulares Establecidos Para La Interacción Entre El Congreso y Los Electores

Objetivo B - 1: Establecer Mecanismos Para institucionalizar el proceso de la Audiencias Públicas

Sobre Legislación.

1. Elaborar recomendaciones para institucionalizar el proceso de audiencias públicas

- a - Taller: Para identificar que legislación amerita una audiencia pública
- b - Seminario: Para congresistas, sobre audiencias públicas y el papel que juega el legislador

2. Consultoría para elaborar una metodología de audiencias públicas

Elaboración de una guía para la convocatoria, desarrollo y seguimiento de las audiencias públicas

a - Taller: Para asesores sobre el uso de la guía de audiencias públicas

b - Taller: Para funcionarios de las ODPCR sobre el uso de la guía

4. Elaborar recomendaciones de reformas al Reglamento Interno sobre las audiencias públicas y la

incorporación de sus insumos en los dictámenes legislativos.

5. Difundir resultados del estudio "Análisis del Vínculo Ciudadano Congresista"

OBJETIVO B-2: Desarrollar Mecanismos Para Fortalecer La Participación Ciudadana.

OBJETIVO

Legislación

M. Campos

C. Ochoa

J. Elice

H. Rovira

FUNCIONARIOS

P. Robinson

F. Rivera

H. Gordillo

J. Gonzalez N

OBJETIVO

Control Político

C. Ochoa

M. Campos

H. Rovira

FUNCIONARIOS

F. Rivera

H. Gordillo

P. Robinson

OBJETIVO

Representación

J. Schiappa-P

R. Arevalo

FUNCIONARIOS

F. Saazar

P. Riera

C. Chuman

J. Montoya

OBJETIVO

Fort. Institucional

J. Tantaean

A. Castañón

FUNCIONARIOS

H. Gordillo

OBJETIVO

Rep./Legislación

J. Schiappa-P

FUNCIONARIOS

J. Montoya

OBJETIVO

M. Campos

J. Elice

OBJETIVO

FUNCIONARIOS

<p>Desarrollar una Guía de participación ciudadana</p> <p>a - Elaborar el contenido de la Guía de participación ciudadana</p> <p>b - Taller: Para las ODPCRs sobre el uso de la guía</p> <p>c - Taller: Para funcionarios de la Oficina de Participación Ciudadana sobre el uso de la guía</p> <p>Consultona para desarrollar el "Manual del Ciudadano"</p> <p>a - Desarrollar el contenido del Manual del Ciudadano</p> <p>b - Elaborar el diseño gráfico del manual</p> <p>3. Imprimir copias del Manual para ser diseminados por la Oficina de Participación Ciudadana</p> <p>3. Elaboración del diseño de 2 bancos de datos para la D. de participación ciudadana (1) de actores regionales por tema de interés y (2) de seguimiento a la consulta ciudadana</p> <p>a - Evaluar la información disponible para la construcción de los bancos de datos</p> <p>b - Elaborar el diseño de los bancos de datos</p> <p>c - Taller: Para la Oficina de Participación Ciudadana sobre el uso de los bancos de datos</p> <p>Talleres: Para las ODPCR sobre relaciones públicas y atención al ciudadano</p>	<p>Representación</p> <p>J. Schiappa-P</p> <p>R. Arevalo</p>	<p>H. Gordino</p> <p>J. Montoya</p>
<p>Componente C: Incrementar la Capacidad del Congreso para Cumplir sus Funciones de Control y Fiscalización y de Legislación.</p>		
<p>OBJETIVO C-1: Implementar Mecanismos para Fortalecer la Función de Control y Fiscalización del Congreso.</p>		
<p>Dar seguimiento a la labor de las comisiones de investigación y la Comisión de Fiscalización</p> <p>a - Analizar la experiencia previa</p> <p>b - Elaborar un informe que contenga sugerencias para mejorar la labor de control y fiscalización</p> <p>Elaborar recomendaciones para definir los procedimientos básicos</p> <p>a - Taller: Para generar pautas mínimas de metodología y de procedimiento</p> <p>b - Elaborar un informe para definir las mejores prácticas</p> <p>Revisar y proponer mecanismos que racionalicen las relaciones del Congreso con el Poder Judicial.</p> <p>Contraloría, Fiscalía, Defensor del Pueblo y Ministerio Público</p> <p>4. Elaborar recomendaciones de reformas al Reglamento Interno sobre control político</p>	<p>OBJETIVO</p> <p>Control Político</p> <p>C. Ochoa</p> <p>M. Campos</p> <p>H. Rovira</p>	<p>FUNCIONARIOS</p> <p>F. Rivera</p>
<p>OBJETIVO C-2: Identificar y Proponer Mecanismos Para Optimizar el Trabajo de las Comisiones Legislativas</p>		
<p>1. Consultoría para elaborar recomendaciones para fortalecer el Sistema de Comisiones</p> <p>a - Taller para generar pautas estandarizadas para el trabajo en comisiones</p> <p>b - Evaluar la viabilidad de la creación de las "secretarías técnicas"</p> <p>c - Taller: Para asesores de comisión, "Elaboración de Proyectos de Ley y Dictámenes Legislativos"</p> <p>d - Taller: Para asesores sobre Asesoría Parlamentaria</p> <p>Diseñar un plan piloto del sistema de "Secretarías Técnicas" para las comisiones</p> <p>3. Implementar un plan piloto del sistema de "Secretarías Técnicas"</p> <p>a - Implementar el plan piloto en 3 comisiones ordinarias</p> <p>b - Evaluar la Efectividad del sistema de "Secretarías Técnicas"</p> <p>c - Replicar la actividad con 2 comisiones más</p> <p>4. Elaborar recomendaciones de reformas al Reglamento Interno sobre las "Secretarías Técnicas"</p> <p>Taller: Para evaluar que legislación requiere el análisis costo beneficio</p> <p>6. Seminario: <i>La diferencia entre análisis costo beneficio e impacto fiscal de las leyes</i></p> <p>7. Desarrollar los criterios para la metodología del análisis costo beneficio</p> <p>Elaborar recomendaciones para la Dirección de Apoyo a Comisiones</p>	<p>OBJETIVO</p> <p>Legislación</p> <p>M. Campos</p> <p>C. Ochoa</p> <p>H. Rovira</p> <p>J. Tantaean</p>	<p>FUNCIONARIOS</p> <p>F. Rivera</p> <p>C. Zagarra</p>
<p>OBJETIVO C-3: Reforzar el Servicio de Asesoría Para Las Comisiones Legislativas.</p>		
<p>Consultoría para reforzar el área de presupuesto del CIP</p> <p>Taller: Para el CIP de investigación legislativa comparada</p> <p>3. Consultoría para fortalecer a la Biblioteca del Congreso para que contribuya a la asesoría legislativa</p> <p>a - Elaborar un diagnóstico de necesidades</p> <p>b - Elaborar una estrategia para fortalecer la Biblioteca</p>	<p>OBJETIVO</p> <p>Legislativo</p> <p>M. Campos</p> <p>C. Ochoa</p>	<p>FUNCIONARIOS</p> <p>L. Gonzalez Normis</p> <p>S. Soto</p>
<p>OBJETIVO C-4: Proponer e Institucionalizar Procesos De Capacitación Parlamentaria.</p>		
<p>Diagnóstico para identificar las necesidades de capacitación del Congreso</p> <p>2. Evaluar la viabilidad de un Centro de Capacitación Legislativa</p> <p>Diseñar material de capacitación legislativa</p> <p>Diseñar una estrategia de capacitación para el Congreso</p>	<p>OBJETIVO</p> <p>Capacitación</p> <p>R. Arevalo</p> <p>A. Castañón</p>	<p>FUNCIONARIOS</p> <p>P. Pañares</p> <p>J. Saldarriaga</p>